

# EGAT GUIDE TO TECHNICAL SERVICES • 2006

BUREAU FOR ECONOMIC GROWTH,  
AGRICULTURE AND TRADE





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May 2006

Dear Colleague:

I am pleased to present the Bureau of Economic Growth, Agriculture and Trade (EGAT) 2006 Guide to Technical Services. This new and improved EGAT user guide reflects the Bureau's commitment to making its services accessible to missions and other bureaus.

This hardback version of the EGAT Guide to Technical Services is broken out into five chapters. *Agriculture, Environment & Natural Resources Management* reflects the integrated approach the Bureau pursues in these sectors. *Cross-Cutting Issues* include gender and training, as well as local government, development credit guarantees, and other topics that do not fit neatly into any one sector. *Economic Growth* ranges from macro policy work to microcredit implementation. *Education* mechanisms pursue basic education, higher education, and other approaches to learning. *Infrastructure, Energy & Engineering* activities deal with information communications technology policy to transfers of clean energy technologies.

In this *hardback* version of the EGAT Guide to Technical Services you will find

- descriptions of indefinite quantity contracts and leaders with associates awards available for buy-in as well as descriptions of other service-providing contracts and grants
- profiles of EGAT technical officers
- examples of EGAT field support activities
- an index of mechanisms by managing office.

The *web-based* version enables you to

- search by 65 technical sub-specialties for EGAT indefinite quantity contracts, leaders with associates awards and other contracts and grants
- search by office or by lead implementer
- link to more detailed information on the managing office's or main implementer's web site, when available.

To visit the site, please visit the EGAT intranet site and find the link on the top left side of EGAT's homepage titled "EGAT Guide to Technical Services." The most up-to-date information is on the web-based version, which CTOs update continuously.

This is a new format for the EGAT user guide. Please contact Rebekah Stutzman ([rstutzman@usaid.gov](mailto:rstutzman@usaid.gov)) with your comments and suggestions for improvements.

Sincerely,



Jacqueline E. Schafer  
Assistant Administrator  
Bureau of Economic Growth, Agriculture and Trade



## **THE BUREAU OF ECONOMIC GROWTH, AGRICULTURE & TRADE (EGAT)**

**Jacqueline E. Schafer, Assistant Administrator**  
**James T. Smith, Deputy Assistant Administrator**

EGAT's services support three programmatic themes: (1) **Investing in People** through training and education to build a solid workforce and expand educational opportunities among future generations; (2) **Investing in Business** through improvements in economic governance, market development, and infrastructure necessary for entrepreneurial growth and trade expansion; and (3) **Investing in Science** through long-term support for science and technologies that help countries develop and grow.

EGAT's nine technical offices provide technical leadership, advice and support to USAID field missions and regional bureaus on the design, implementation and evaluation of technical strategies and programs related to the promotion of economic growth, agriculture and trade. EGAT activities aim to boost trade and investment, promote economic growth and governance, reduce poverty, improve access to education, expand access to economic and social infrastructure, increase agricultural production, improve natural resources management and promote gender equity.

The Bureau strives to respond to the needs of missions. It promotes knowledge sharing and coordinates activities across technical sectors and across geographic regions. EGAT supports public-private partnerships, such as Global Development Alliance activities, international research centers, U.S. universities and NGOs involved in development issues, as well as close collaboration with other donors.

### **OFFICE OF AGRICULTURE** **John Thomas, Director**

The Office of Agriculture (EGAT/AG) supports programs that address the challenges of linking producers to markets, developing food, feed and fiber systems, raising agricultural productivity, and ensuring sound management of the natural resource base necessary for sustainable agriculture. "Agriculture" includes all activities relating to farming, fishing/aquaculture, livestock production, and forestry as well as processing, marketing, distribution, utilization, and trade activities that link producers to consumers.

The Office of Agriculture has three teams and the Israeli Programs:

**The Agriculture and Rural Policy/Governance Team (EGAT/AG/ARPG)** supports the development of prudent agriculture/rural and environmental policies and regulations and of institutions that foster good governance, promote sound food, feed, and fiber systems, and result in environmentally sustainable rural growth.

**The Agricultural Technology Generation and Outreach Team (EGAT/AG/ATGO)** focuses on improving yields in crop and livestock systems to reduce production costs,

increase profits, improve nutritional quality and other consumer benefits, and reduce technical constraints including variability in output due to weather and pest.

**The Agribusiness and Markets Team (EGAT/AG/AM)** promotes the growth and efficiency of local, national, regional, and global markets for the food, feed and fiber supply chains, and coordinates work on sanitary and phytosanitary standards that affect agricultural commodities.

**The Israeli Programs (EGAT/AG/IP)** promote increased science and technology cooperation among Middle Eastern and developing countries, and greater use of U.S. and Israeli technical expertise by developing countries through collaborative research grants.

## **OFFICE OF DEVELOPMENT CREDIT**

**John Wasielewski, Director**

The Office of Development Credit (EGAT/DCA) promotes private-sector investment for local development activities through partial credit guarantees. The guarantees cover up to 50 percent of financial institutions' lending risk and are an effective way to engage local financial institutions in lending capital for development activities. DCA augments grant assistance by mobilizing private capital in developing countries for sustainable development projects, thereby supporting the capacity of host countries to finance their own development. DCA supports missions in the design, implementation and monitoring of USAID's credit guarantees, which can be used alone to mobilize capital for a particular activity or as a complement to technical assistance.

## **OFFICE OF ECONOMIC GROWTH**

**Steven Hadley, Director**

The Office of Economic Growth (EGAT/EG) provides technical leadership and field support to strengthen the policy, legal, and institutional foundations that developing or transition countries need to achieve open and competitive economies. EGAT/EG provides leadership and assistance in the areas of trade and investment, economic policy and governance, private sector growth, and financial sector development.

The Office of Economic Growth has three teams:

**The Trade and Investment Team (EGAT/EG/TI)** focuses on all aspects of trade capacity building, which enable regions and countries to become competitive in global markets: policy reform, institution building to facilitate trade, customs administration, international financial flow management, establishment, monitoring, and compliance with global trade agreements and standards, including the World Trade Organization.

**The Economic Policy and Governance Team (EGAT/EG/EPG)** focus is on strengthening public sector policies, regulations, institutions, and overall economic governance. Good economic government encourages fiscal soundness and the equitable distribution of capital, while enabling the private sector to flourish and grow.



**The Enterprise Development and Financial Markets Team (EGAT/EG/EDFM)**

promotes the growth of innovative, productive, and profitable firms that are competitive in local, national, regional or global markets. It also supports the development of business groups and associations to enable them to provide to service members as well as to advocate for sound business policy on behalf of members.

**OFFICE OF EDUCATION**

**Joe Carney, Director**

The Office of Education (EGAT/ED) is involved in the policies and programs to provide all educational services at the basic, secondary, and tertiary levels; on both short- and long-term bases; degree-oriented as well as oriented toward workforce competence and performance.

The Office of Education has three teams:

**The Basic Education Team (EGAT/ED/BE)** supports early childhood development, primary education, secondary education (delivered in formal and informal settings), teacher training, and literacy and basic skills training for adults and out-of-school youth by promoting policy dialogue and reform to address community and national education needs, improving professionalism of educators, and improving data collections and use.

**The Higher Education Team (EGAT/ED/HE)** supports capacity building of higher education, research, and training institutions through partnerships between U.S. colleges, universities and community colleges and counterpart institutions in host countries. HE is also responsible for workforce development activities that support economic competitiveness and entrepreneurship, and that strengthen the links between business and industry and educational institutions.

**The Participant Training Team (EGAT/ED/PT)** supports the organization, management and use of short-term training and capacity development activities in the United States, in-country or in a third country, advocating workforce development approaches that result in the skills, learning competencies, attitudes, and values necessary for individuals and nations to meet their own economic and social needs. PT is also responsible for compliance with Homeland Security requirements.

**OFFICE OF INFRASTRUCTURE AND ENGINEERING**

**Juan Belt, Director**

The Office of Infrastructure and Engineering (I&E) focuses on improving the financial viability and the reliability of public services, and supporting the construction of civil works. The Office provides technical leadership and field support to Missions in the areas of energy, engineering, and information and communication technologies related to the development and effective use of critical economic infrastructure. This includes promotion of sustainable, innovative technologies and supporting business model, inclusion of underserved areas or populations in infrastructure development, and encouragement of public participation in decision making as a means to improving quality of public services. The Office also focuses on integrating information and communications technology in USAID's development programming across all sectors,

working in close conjunction with missions and other bureaus, as well as external stakeholders such as the State Coordinator for Reconstruction and Stabilization (S/CRS).

The Office of Infrastructure and Engineering has three teams:

**The Energy Team (EGAT/EIT/E)** promotes access to environmentally sound energy and environmental management practices, by improving policy, legal, and regulatory frameworks to establish necessary market conditions for public and private sector delivery of energy and environmental management services, and increasing public understanding of, and participation in, decisions regarding delivery of services.

**The Information, Communications Technology Team (EGAT/EIT/ICT)** expands access to appropriate, affordable, and sustainable information and communications technologies to underserved populations, particularly in rural areas, through the use of innovative technology solutions and business models, the promotion of telecom policy and regulation reform; and the creation of public/private partnerships and GDA arrangements. The ICT team also assists in the integration of ICTs across all Agency SOs and throughout field projects and programs, such as the use of eGovernment as a tool to promote Democracy and Good Governance, the application of ICTs to combat HIV/AIDS, and the use of ICTs to support fragile and strategic states.

**The Engineering Services Team (EGAT/EIT/ES)** provides civil and mechanical engineering services in all areas of infrastructure, including: buildings such as schools, hospitals, and other municipal buildings; transportation such as roads, railways and terminals, seaports, and airports; water supply and sanitation; energy such as electric power and fuels extraction, processing, and transportation; and telecommunications.

## **OFFICE OF ENVIRONMENT AND SCIENCE POLICY**

**Franklin Moore, Director**

The Office of Environment and Science Policy (ESP) provides technical leadership on international science and environmental policy issues relating to USAID's development mission, informing U.S. participation in international environmental agreements (e.g., the UN Convention to Combat Desertification and the UN Framework Convention on Climate Change), multilateral agricultural research systems (e.g., the Consultative Group on International Agricultural Research), and biotechnology. ESP is also home to the Bureau Environment Officer (BEO), who ensures uniform and correct application of all U.S. government environmental policies and procedures (22 CFR 216), executive orders, and Council of Environmental Quality guidelines to the assistance portfolio under the EGAT Bureau's purview.

The Office of Environment and Science Policy has three teams:

**The Global Climate Change Team (EGAT/ESP/GCC)** integrates climate change into a broad range of development assistance activities, such as energy and mitigation technology, sustainable land use and forestry, adaptation to climate change, and climate science for decision-making.

**The International Research and Biotechnology Team (EGAT/ESP/IRB)** focuses on multilateral agricultural research, such as the Consultative Group on International Research (CGIAR), agricultural biotechnology, and bilateral and regional objectives in economic growth and environment.

**The Multilateral Policy and Conventions Team (EGAT/ESP/MPC)** engages in major international environmental and agricultural undertakings, such as the Convention on Biological Diversity and agreements on endangered and invasive species. It also assists the U.S. Department of Treasury concerning compliance of the multilateral development banks (MDBs) with Title XIII of the International Financial Institutes Act requiring analysis of the expected impact of projects and policies on environment, natural resources, public health, and indigenous peoples.

## **OFFICE OF NATURAL RESOURCES MANAGEMENT**

### **CJ Elron, Acting Director**

The Office of Natural Resources Management (EGAT/NRM) works to develop strategies that reflect the intrinsic linkages connecting healthy eco-systems to sustainable economies, good governance, and equitable and just societies. NRM focuses on conservation of natural resources to improve livelihoods, income and employment, maintenance of ecosystem services, and strong, participatory and transparent governance structures around the use of natural assets.

The Office of Natural Resources Management has four teams:

**The Biodiversity Team (EGAT/NRM/B)** promotes in situ conservation of globally significant biodiversity through improved management of biologically rich landscapes, seascapes, and aquatic systems — such as protected areas, community lands, or logging concessions.

**The Forestry Team (EGAT/NRM/F)** promotes sustainable forest management through improved forestry practices; responsible trade in forest products; expanded community-based forest management; policy and regulatory reform; reduction in illegal logging; and improved knowledge of forest ecosystems and management of forest resources.

**The Land Resources Management Team (EGAT/NRM/L)** promotes sustainable productive use, restoration and preservation of land resources as they link to poverty reduction, environmental and human health, natural hazard mitigation, conflict resolution, and democratic governance.

**The Water Team (EGAT/NRM/W)** promotes improved policies, management and optimal use of freshwater and coastal resources at the basin, aquifer and watershed scales, including the integration of land and water use, groundwater and surface water, and coastal and marine resources.

## **OFFICE OF POVERTY REDUCTION**

**Tim Mahoney, Director**

The Office of Poverty Reduction (PR) supports initiatives that help poor households protect, develop, leverage, or acquire enduring assets, exert control over their lives, and participate in their communities in meaningful ways. These initiatives are people-centered and demand-led, with poor people viewed as active agents in pursuing a more prosperous and sustainable future for themselves. Microenterprise development, property rights, poverty analysis and urban upgrading are all key elements of these initiatives.

The Office of Poverty Reduction is composed of three teams:

**The Microenterprise Development Office (EGAT/PR/MD)** supports activities that expand the availability of financial and business development services to poorer entrepreneurs and their families. MD focuses on integrating micro and small firms into value chains, improving firms' bargaining power, property systems reforms, and addressing the enabling environment.

**The Urban Programs Team (EGAT/PR/UP)** mission is to assist cities to meet the enormous challenges of rapid urbanization in order to reduce poverty and increase economic opportunity. Activities focus on secure tenancy, youth counseling and skills development, health programs, and environmental improvements, as well as access to municipal services.

**The Poverty Analysis & Social Safety Nets Team (EGAT/PR/PASSN)** focuses on understanding and making policy recommendations on strategies employed by poor households to ensure a flow of income, accumulate productive assets, and maintain control over assets in the face of frequent shocks.

## **OFFICE OF WOMEN IN DEVELOPMENT**

**Katherine M. Blakeslee, Director**

The Office of Women in Development (EGAT/WID) addresses gender-related issues and finds new approaches and solutions to gender-related development obstacles. WID offers specific guidance on gender issues as they pertain to: economic growth, including trade, agriculture, IT, and labor; education, including promoting safe schools and equality in basic education; women's legal rights, including property, inheritance and civil rights, violence against women, and education on women's rights; trafficking in persons; and gender-based exploitation in post conflict and disaster situations.

# CHAPTER 1

## Agriculture, Environment & Natural Resources Management



## **In Focus – Sustainable Livelihoods Following the Tsunami**

### ***An IMCAFS: Sustainable Coastal Communities and Ecosystems (SUCCESS) Activity***

A year ago Taptim Boonluang stood at the edge of the inland waterway, dazed as she looked at the boats smashed along the shoreline. Before the tsunami, her wooden slatted home and hundreds of homes like hers, stood on the canal embankments ready to receive fisherman and their payloads. Seven days after the tsunami, there was little hope for her future.

During the 50 weeks following this tragedy, Taptim was elected to Secretary of the Community Revolving Funds initiative by her community. She is also active in the Kamphuan women's group that approached USAID's Sustainable Livelihoods Program with a request for seed funds to establish a catering business, an herb drying enterprise, and a medicinal herb business. USAID not only provided funding to start these new livelihood activities but trained recipients in better business practices from market assessments to financial accounting, forecasting, and reinvestment. The training helped the women's group loan recipients establish quality control standards to ensure consistency in their products for larger scale distribution.

USAID's Sustainable Coastal Livelihoods project introduces technologies that communities can manage themselves. Although the 30-month project has been fully operational only seven months, and there remains a lot to be accomplished, Taptim is a prime example that progress is well on its way to diversifying livelihoods among those most impacted by the tsunami disaster

Working to produce snacks with others from the women's group for the upcoming tsunami commemoration in Phuket, Taptim described how the loan and other livelihoods activities helped her become the household breadwinner. And members of the Women's Group now are earning income by sub-contracting with fishermen to produce high demand seasonal goods such as nets as the fishing season looms in Thailand. The fishermen received boats from USAID as well as marine safety and fishery conservation training from the USAID project.

Office: NRM

CTO: Richard Volk

*Thanks to Suzanne Ross for her assistance with this article.*

## **FRAME**

### ***A Natural Resource Management Website***

The FRAME website ([www.FRAMEWEB.org](http://www.FRAMEWEB.org)) serves as an electronic library and hosts on-line discussions that allow natural resource management (NRM) practitioners to build on each others' knowledge. FRAME is short for a "framework for the natural resources community to share knowledge."

Based on the idea that development objectives will be achieved faster when knowledge is more effectively used and when champions of change communicate more frequently, the FRAME program helps the development community collect, store and use knowledge more effectively.

FRAME uses a variety of tools. FRAME's "Stocktaking" tool, used by missions to inform strategic planning, continues to collect knowledge that assesses impact after end-of-project reviews are completed — an important function considering NRM impact often manifests itself long after a project ends. In a number of cases FRAME assessed impacts from investments made 10-20 years ago!

FRAME also supports other efforts to collect knowledge, such as Natural Product Assessments that have enabled members of value chains to better understand how to make their value chain more competitive as well as more sustainable. There is no buy-in mechanism for FRAME. Typically, a mission asks FRAME to assist with an assessment and supports the costs of local consultants.

For more information, please contact Mike McGahuey at [mmcgahuey@usaid.gov](mailto:mmcgahuey@usaid.gov).





Erik Streed, Forestry Program Specialist

A forestry program specialist in the Office of Natural Resources Management, Erik Streed managed a natural resources and agroforestry center at the University of Minnesota focused on finding solutions to environmental and economic challenges involving both natural resources management and agricultural production. Streed also worked as an environmental consultant to energy companies, state, local and federal governmental agencies, and Indian tribes, completing environmental impact assessments and environmental permitting for energy development projects and forest management plans. Streed worked on forestry issues in Costa Rica with the Peace Corps, and spent two years in El Salvador with Winrock International, working on a USAID-funded forestry and watershed management project.

Currently, Streed manages the Forestry Team's Interagency Agreement with the U.S. Forest Service, and produces the Agency's Annual Forestry Report to Congress. Streed has a bachelor's in Natural Resources Management and a master's in International Management.

*Eric Streed can be reached at 202-712-1186 or [estreed@usaid.gov](mailto:estreed@usaid.gov).*



Phil Steffen, Agricultural Reconstruction Advisor

Phil Steffen primary focus in the Office of Agriculture is the reconstruction of agricultural economies and markets in countries emerging from conflict or catastrophes, particularly programs that link viable livelihoods and food security with market-led agricultural recovery in after conflicts. He is a member of the USAID Fragile States Task Force, with expertise in assessing patterns and formulating strategies to address fragility. Steffen also informally backstops the Economic Growth team of the (southern) Sudan Field Office. He lived more than eleven years in Africa – in Ethiopia, Mali, and Kenya - and completed numerous short-term technical assignments there and elsewhere. Before joining USAID, Steffen worked for nine years for the USAID-funded Famine Early Warning System. Steffen holds a

master's in International Relations and a doctorate in Agricultural Economics. He speaks professional level French.

*Phil Steffen can be reached at 202-712-5118 or [psteffen@usaid.gov](mailto:psteffen@usaid.gov).*



Shirley Pryor, Program Manager

Shirley Pryor has conceived, planned, managed, and evaluated projects for USAID for 18 years, primarily in food and agriculture policy. As a researcher at USDA's Economic Research Service, her areas of specialization included analysis on the impacts of e-commerce and changing demographics on trade and the rise of the middle class on consumption patterns and trade. She has extensive experience in low and middle income countries, including Haiti, Bangladesh, Tanzania, Tunisia, Jamaica, Botswana and Egypt. In addition to USAID and USDA, Pryor served in the Peace Corps. Currently she manages the Farmer-to-Farmer program for the Office of Agriculture. She holds a doctorate in Agricultural Economics, a master's in Economics, a master's in African Studies, and a bachelor's in

Political Science. She speaks French and Swahili.

*Shirley Pryor can be reached at 202-712-4086 or [spryor@usaid.gov](mailto:spryor@usaid.gov).*

## Alphabetical Listing of Mechanisms for Agriculture, Environment & Natural Resources Management

AATF: Africa Agricultural Technology Foundation  
 AgCOMM  
 CGIAR: Food Security and Crisis Mitigation II  
 CGIAR: Natural Resources Management II  
 Coffee Corps - GDA  
 Cornell: Agricultural Biotechnology Support Project II (ABSP II)  
 CRSP - Aquaculture  
 CRSP - BASIS  
 CRSP - Bean/Cowpea  
 CRSP - Global Livestock  
 CRSP - Integrated Pest Management - New  
 CRSP - SANREM (Sustainable Agriculture Natural Resource Management) - New  
 CRSP - Soil Management  
 Environment and Natural Resources Management Assistance -DOI  
 Environmental Monitoring and Information Systems-USGS  
 Environmental Risk Assessment and Conflict Vulnerability Analysis  
 EPIQ II (Environmental Policy and Institutional Strengthening) IQC  
 Farmer-to-Farmer Volunteer Program  
 Food Security III  
 Global Conservation Program/AWF: Conservation of Resources in African Landscapes  
 Global Conservation Program/CI:Biodiversity & Corridor Planning and Implementation Program  
 Global Conservation Program/EWV: Capacity Building for Community Based Forest Management  
 Global Conservation Program/The Nature Conservancy Leader Award  
 Global Conservation Program/WCS: Biodiversity Conservation at the Landscape Scale  
 Global Conservation Program/WWF  
 GreenCOM  
 IFPRI: Program for Biosafety Systems (PBS)  
 IMCAFS: Global Water for Sustainability (GLOWS) LWA  
 IMCAFS: Sustainable Coastal Communities and Ecosystems (SUCCESS) LWA  
 International Fertilizer Development Center (IFDC)  
 National Oceanic and Atmospheric Administration (NOAA IAA)  
 PFID: Fruits and Vegetables  
 PFID: Meat, Seafood and Poultry  
 PFID: Natural Products  
 RAISE PLUS  
 U.S. Army Corps of Engineers [USACE]  
 U.S. Bureau of Reclamation [USBR]  
 U.S. Forest Service Interagency Agreement  
 U.S. Geological Survey (USGS IAA)  
 Water IQC II (Integrated Water and Coastal Resources Management)

## **AATF: Africa Agricultural Technology Foundation**

**Instrument Type:** Public International Organization Grant (PIO)  
**Authorized Ceiling:** \$2,500,000  
**End Date:** 9/29/2007

### **Purpose**

The AATF aims to assist African smallholder farmers by increasing private sector engagement in donation and development of technologies, particularly biotechnology, for Africa. The AATF will establish and oversee collaborations that bring together seed/biotechnology companies and U.S., international, and African research institutions and others around the development and delivery of specific technologies. Sample technologies underway include commercialization of striga-resistant maize, insect-resistant cowpea (funded by EGAT/ESP/Nigeria Mission, and GDA funds), and mycotoxin control for peanut. Missions and bureaus interested in public-private partnerships in biotech may work with EGAT/ESP to develop new activities with the AATF.

### **Sector Specialties**

Biotechnology

### **Services Provided**

Grants management; Research & analysis (desktop, laboratory, applied research, surveying)

### **AID/W**

**CTO:** Lewis, Josette  
**Act Mgr:** Lewis, Josette  
**Office:** ESP  
**Phone:** 202-712-5592  
**E-mail:** [jlewis@usaid.gov](mailto:jlewis@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-esp/index.html>

### **Prime Implementer(s)**

**Implementer:** African Agricultural Tech. Foundation  
**Award #:** EEM-G-00-03-00015-00  
**Contact:** NA  
**Phone:** 254-20-422-3700  
**E-mail:** [aatf@aatf-africa.org](mailto:aatf@aatf-africa.org)  
**Website:** [www.aatf-africa.org](http://www.aatf-africa.org)

## AgCOMM

**Instrument Type:** Indefinite Quantity Contract Task Order (IQC TO)  
**Authorized Ceiling:** \$1,500,000  
**End Date:** 1/3/2007

### Purpose

AgCOMM is a task order buy-in to the GreenCOM mechanism. Its purpose is to provide Missions with communication assistance to increase the impact of agricultural development activities through communication techniques, including social science research to learn what people know, what they need, what they are doing, why they are doing it, and barriers and motivators for social change.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Clean technologies; Rural development; Community-based governance; Gender analysis; Poverty reduction; Business development services; Economic literacy; Local economic development; Enterprise development; Microenterprise development; Trade capacity building

### Services Provided

Communications & behavior change; Partnerships, networking (U.S./regional/third country); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Hilbruner, Roberta  
**Act Mgr:** Hilbruner, Roberta  
**Office:** NRM  
**Phone:** 202-712-5688  
**E-mail:** rhilbruner@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** Academy for Educational Development (AED)  
**Award #:** LAG-I-00-01-00005-00  
**Contact:** Patrick Papania  
**Phone:** 202-884-8601  
**E-mail:** ppapania@aed.org  
**Website:** [www.greencom.org](http://www.greencom.org)

## CGIAR: Food Security and Crisis Mitigation II

**Instrument Type:** Public International Organization Grant (PIO)  
**Authorized Ceiling:** \$24,346,000  
**End Date:** 9/30/2006

### Purpose

This grant mechanism supports special projects with the Consultative Group of International Agricultural Research (CGIAR) Centers with a focus on food security and crisis mitigation. These include agricultural research, training, and policy. In addition to the CGIAR, projects may include host country research partners, PVO/NGO partners, or others.

**Means of Access:** Regional Bureaus, Missions and other offices of USAID may access this grant and any of the CGIAR centers through field support transfers of obligating authority (TOA), or through a MAARD to EGAT/ESP/IRB. For either a MAARD or TOA, EGAT/ESP/IRB uses a Chapter 5 Public International Organization (PIO) grant with the World Bank's CGIAR Secretariat. The CGIAR Secretariat passes the money directly, with no overhead, to the recipient IARC. There are several advantages to this grant mechanism:

- The Mission or Regional Bureau is able to remain fully in control of project implementation and can deal directly with the IARC involved. Alternatively, EGAT/ESP/IRB can handle these management responsibilities for the Mission or Regional Bureau, if needed.
- EGAT/ESP/IRB is responsible for the administrative paperwork, which is minimal with the PIO grant mechanism.
- Field support transfer of obligating authority funds can still remain in the Mission's own OYB preventing the appearance of a reduced OYB.

For more information, contact the CTO of this mechanism.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Aquaculture/fisheries; Biotechnology; Fresh water resources; Livestock/dairy; Rural development; Poverty reduction; Social protection / safety net

### Services Provided

Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Witte, Eric  
**Act Mgr:** Witte, Eric  
**Office:** ESP  
**Phone:** 202-712-1906  
**E-mail:** ewitte@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-esp/index.html>

### Prime Implementer(s)

**Implementer:** CGIAR  
EEM-G-00-04-00013-00

Award #:  
Contact: Francesco Reif Schneider  
Phone: 202-473-8918  
E-mail: freifschneider@worldbank.org  
Website: www.cgiar.org

## CGIAR: Natural Resources Management II

**Instrument Type:** Public International Organization Grant (PIO)  
**Authorized Ceiling:** \$10,769,000  
**End Date:** 9/30/2006

### Purpose

This project provides support for special projects with the Consultative Group of International Agriculture Research Centers. CGIAR's mission is to contribute to food security and poverty eradication in developing countries through research, partnership, capacity building, and policy support. The CGIAR promotes sustainable agricultural development based on the environmentally sound management of natural resources. Note: This PIO grant will be extended in 2006. Please contact the CTO for instructions on how to buy-in or access its services.

### Sector Specialties

Agriculture production/productivity; Aquaculture/fisheries; Biodiversity conservation; Coastal and marine resources; Forest resources; Fresh water resources; Anti-corruption; Community-based governance; Conflict / vulnerability; Gender analysis; Poverty reduction; Social protection / safety net; Property rights

### Services Provided

Grants management; Institutional development; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Bode, Scott  
**Act Mgr:** Bode, Scott  
**Office:** ESP  
**Phone:** 202-712-5079  
**E-mail:** sbode@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-esp/index.html>

### Prime Implementer(s)

**Implementer:** CGIAR  
**Award #:** EEM-G-00-04-0010-00  
**Contact:** Shey Tata  
**Phone:** 202-473-8901  
**E-mail:** stata@worldbank.org  
**Website:** [www.cgiar.org](http://www.cgiar.org)

## Coffee Corps - GDA

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$900,000  
**End Date:** 9/30/2006

### Purpose

The Coffee Corps provides expert short term assistance to small and medium producers impacted by the coffee crisis. Assistance is demand driven and covers a range of technical areas from improved production and processing, business management, and marketing, to environmental management. The ultimate goal is to increase small-holder income and sustainability by helping them transition into the quality coffee market. For example, Coffee Corps assisted Tanzanian coffee producers with production and marketing, resulting in double the return of non-assisted producers.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Biodiversity conservation; Non-forest land resources; Local economic development; Trade capacity building

### Services Provided

Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Kosnik, Chris  
**Act Mgr:** Kosnik, Chris  
**Office:** NRM  
**Phone:** 202-712-1364  
**E-mail:** ckosnik@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** Coffee Quality Institute  
**Award #:** GDG-A00-02-00020-00  
**Contact:** Margaret Swallow  
**Phone:** 859 572-9770  
**E-mail:** mswallow@coffeeinstitute.org  
**Website:** [www.coffeeinstitute.org/coffee\\_corps.asp](http://www.coffeeinstitute.org/coffee_corps.asp)



## **Cornell: Agricultural Biotechnology Support Project II (ABSP II)**

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$15,284,000  
**End Date:** 9/29/2007

### **Purpose**

This assistance enables USAID to build upon a foundation of more than ten years of USAID experience in utilizing the tools of modern biotechnology to develop new crop varieties and livestock vaccines and in defining pathways for making these tools available to developing countries through both public and private sector avenues. The tools of biotechnology are used to address crop and livestock production constraints, to increase the environmental sustainability of agriculture, and to improve nutrition. ABSP II also addresses policy issues, particularly in intellectual property rights (IPR), at institutional and national levels. Communication and outreach activities on biotechnology are an integral part of this project.

The Agricultural Biotechnology Support Project (ABSP II), a university-led Leader with Associate (LWA) cooperative agreement, funds technology development through public-private sector collaboration and builds scientific capacity among developing country researchers.

### **Sector Specialties**

Agriculture production/productivity; Biotechnology

### **Services Provided**

Institutional development; Knowledge management; Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Pathak, Bhavani  
**Act Mgr:** Pathak, Bhavani  
**Office:** ESP  
**Phone:** 202-712-4939  
**E-mail:** bpathak@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-esp/index.html>

### **Prime Implementer(s)**

**Implementer:** Cornell University  
**Award #:** GDG-A-00-02-00017-00  
**Contact:** Frank A. Shotkoski  
**Phone:** 607-255-6357  
**E-mail:** fas23@cornell.edu  
**Website:** [www.absp2.cornell.edu](http://www.absp2.cornell.edu)

## CRSP - Aquaculture

**Instrument Type:** Grant  
**Authorized Ceiling:** \$36,000,000  
**End Date:** 7/31/2006

### Purpose

The Aquaculture CRSP works to enhance the development and sustainability of aquaculture production systems for improving food supplies and human nutrition on a long-term basis. To accomplish this, the Aquaculture CRSP brings together 19 U.S. universities and institutions in 24 host countries to address global constraints to the development of extensive to semi-intensive sustainable aquaculture systems.

Note: This CRSP will be replaced in FY 2006 with a Leader with Associate mechanism. Please contact the CTO for the current status. EGAT funding of the new Aquaculture CRSP Leader Award will support work on aquaculture while Associate Awards from Missions, Washington Bureaus and other offices can be used to support work on aquaculture and/or fisheries.

### Sector Specialties

Aquaculture/fisheries

### Services Provided

Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Rea, Harry  
**Act Mgr:** Rea, Harry  
**Office:** NRM  
**Phone:** 202-712-0359  
**E-mail:** hrea@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** Oregon State University  
**Award #:** LAG-G-00-96-90015  
**Contact:** Hillary Egna  
**Phone:** 541-737-6415  
**E-mail:** [egnah@onid.orst.edu](mailto:egnah@onid.orst.edu)  
**Website:** <http://pdacrsp.oregonstate.edu/>  
**Subcontractor:** Michigan State University  
**Subcontractor:** University of Georgia  
**Subcontractor:** University of Arkansas at Pine Bluff  
**Subcontractor:** Southern Illinois University at Carbondale  
**Subcontractor:** University of Arizona  
**Subcontractor:** Auburn University  
**Subcontractor:** Texas Tech University  
**Subcontractor:** Ohio State University  
**Subcontractor:** University of Michigan  
**Subcontractor:** Florida International University

Subcontractor: North Carolina State University  
Subcontractor: University of Hawaii at Hilo  
Subcontractor: Cornell University  
Subcontractor: Texas A&M University  
Subcontractor: University of Puerto Rico  
Subcontractor: Brooklyn College  
Subcontractor: University of Rhode Island  
Subcontractor: University of the Virgin Islands

## CRSP - BASIS

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$17,200,000  
**End Date:** 9/30/2006

### Purpose

BASIS CRSP aims to improve the quality of life for the rural poor through policy-relevant research on improving access to assets and enhancing the operation of markets for land, labor, water, and financial capital. In addition to funding research, BASIS sponsors policy-oriented conferences that integrate the findings of its research into recommendations on policy priorities and programming interventions. As an example of how BASIS supports Missions, consultation was provided to USAID/Rwanda on policy dialogue with government on land policy.

### Sector Specialties

Agribusiness, markets & trade; Rural development; Property rights

### Services Provided

Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Risk management

### AID/W

**CTO:** Heron, Lena  
**Act Mgr:** Heron, Lena  
**Office:** AG  
**Phone:** 202-712-0391  
**E-mail:** lheron@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** University of Wisconsin  
**Award #:** LAG ADO 96 90016 06  
**Contact:** Eliza Waters  
**Phone:** 608. 262.4376  
**E-mail:** eswaters@wisc.edu  
**Website:** [www.basis.wisc.edu](http://www.basis.wisc.edu)

## CRSP - Bean/Cowpea

**Instrument Type:** Grant  
**Authorized Ceiling:** \$20,000,000  
**End Date:** 9/29/2007

### Purpose

The Bean/Cowpea Collaborative Research Support Program supports international research partnerships to increase the availability of beans and cowpeas. Participants from Latin America, Africa, and the US work on projects involving all aspects of food handling; from improved production technologies or strategies of food processing and the development of value-added products - especially for urban markets. In doing so, this CRSP enhances food security while generating knowledge and contributing towards the development of participating individuals and institutions. Please contact the CTO to learn how to access this CRSP's services.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Biodiversity conservation; Biotechnology; Gender analysis; Poverty reduction; Higher education

### Services Provided

Grants management; Institutional development; Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Oweis, Jiryis  
**Act Mgr:** Oweis, Jiryis  
**Office:** AG  
**Phone:** 202-712-1367  
**E-mail:** joweis@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** Michigan State University  
**Award #:** GDG-G-00-02-00012-00  
**Contact:** Irv Widders  
**Phone:** 517-355-4693  
**E-mail:** widders@msu.edu  
**Website:** [www.isp.msu.edu/CRSP](http://www.isp.msu.edu/CRSP)  
**Subcontractor:** Washington State University  
**Subcontractor:** University of Nebraska  
**Subcontractor:** University of Minnesota  
**Subcontractor:** University of Georgia  
**Subcontractor:** University of California-Riverside  
**Subcontractor:** University of Puerto Rico  
**Subcontractor:** Texas A & M  
**Subcontractor:** Purdue University  
**Subcontractor:** Pennsylvania State University  
**Subcontractor:** Oregon State University

## CRSP - Global Livestock

**Instrument Type:** Grant  
**Authorized Ceiling:** \$40,382,000  
**End Date:** 9/30/2008

### Purpose

Strengthen ability of institutions and individuals to manage risk related to livestock production; increase employment and incomes among livestock producers; and enhance nutritional status of targeted populations. This CRSP aims to reduce conflict among pastoral communities; it develops and disseminates methods to diversify assets and link to markets, rural finance, and public service delivery. For instance, through this CRSP, USAID/Afghanistan established a Livestock Early Warning System, while the Missions in Kenya and Ethiopia established crisis mitigation activities.

Please contact the CTO to learn how to access this CRSP's services.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Global climate change; Livestock/dairy; Non-forest land resources; Conflict / vulnerability; Gender analysis; Poverty reduction; Local economic development

### Services Provided

Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Risk management; Technical assistance, long-term (including institution building, implementation); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Turk, Joyce  
**Act Mgr:** Turk, Joyce  
**Office:** AG  
**Phone:** 202-712-1424  
**E-mail:** jturk@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** U.C. Davis  
**Award #:** PCE-G-00-98-00036  
**Contact:** Montique (Taj) Demment  
**Phone:** (503)752-7757  
**E-mail:** mwdemment@ucdavis.edu  
**Website:** <http://glcrsp.ucdavis.edu>  
**Subcontractor:** Univ. of Wyoming - Cen Asia & E. Africa  
**Subcontractor:** Texas A&M Univ. - Cen Asia & E. Africa  
**Subcontractor:** Utah State Univ. - E. Africa  
**Subcontractor:** Univ. of California, Davis - Latin America  
**Subcontractor:** Montana State Univ. - E. Africa  
**Subcontractor:** Indiana Univ. - E. Africa  
**Subcontractor:** Iowa State Univ. - W. Africa

## **CRSP - Integrated Pest Management - New**

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$17,000,000  
**End Date:** 9/30/2009

### **Purpose**

This CRSP develops and implements a replicable approach to Integrated Pest Management (IPM) that will help reduce: (1) agricultural losses due to pests, (2) damage to natural ecosystems including loss of biodiversity, and (3) pollution and contamination of food and water supplies. IPM/CRSP goals also include increasing farmer income, reducing pesticide use, reducing residues on export crops, improving IPM research and education program capabilities, improving ability to monitor pests, and increasing the ability of women in IPM decision making and program design.

### **Sector Specialties**

Agriculture production/productivity; Agribusiness, markets & trade; Biodiversity conservation; Biotechnology; Non-forest land resources; Gender analysis; Trade capacity building; Higher education

### **Services Provided**

Communications & behavior change; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Hedlund, Bob  
**Act Mgr:** Hedlund, Bob  
**Office:** NRM  
**Phone:** 202-712-4188  
**E-mail:** rhedlund@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** Virginia Tech  
**Award #:** EPP-A-00-04-00016-00  
**Contact:** Dr. S. K. DeDatta  
**Phone:** 540 231-6338  
**E-mail:** dedatta@vt.edu  
**Website:** [www.ag.vt.edu/ipmcrsp/index.asp](http://www.ag.vt.edu/ipmcrsp/index.asp)  
**Subcontractor:** North Carolina St. Univ.  
**Subcontractor:** Washington St. Univ.  
**Subcontractor:** Virginia State Univ.  
**Subcontractor:** Penn. St. Univ.  
**Subcontractor:** Michigan St. Univ.  
**Subcontractor:** Clemson Univ.  
**Subcontractor:** Cornell Univ.  
**Subcontractor:** Ohio St. Univ.  
**Subcontractor:** Univ. of Mass.

## **CRSP - SANREM (Sustainable Agriculture Natural Resource Management) - New**

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$17,000,000  
**End Date:** 9/30/2009

### **Purpose**

The SANREM CRSP provides support to sustainable agriculture and natural resource management decision-makers by providing access to data, knowledge, tools and methods of analysis, and by enhancing local capacity to improve livelihoods while maintaining the resource productivity. Knowledge sharing information can be accessed at [http://www.oired.vt.edu/sanremcrsp/menu\\_information/knowledgebase.php](http://www.oired.vt.edu/sanremcrsp/menu_information/knowledgebase.php). The program focuses on six topical areas: technology integration; governance; economic policy and enterprise development; biodiversity conservation and environmental services; social and institutional capacity building; and globalization, vulnerability and risk.

### **Sector Specialties**

Agriculture production/productivity; Agribusiness, markets & trade; Biodiversity conservation; Forest resources; Non-forest land resources; Community-based governance; Conflict / vulnerability; Gender analysis; Poverty reduction; Local economic development; Enterprise development; Higher education

### **Services Provided**

Institutional development; Knowledge management; Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Kosnik, Chris  
**Act Mgr:** Kosnik, Chris  
**Office:** NRM  
**Phone:** 202-712-1364  
**E-mail:** [ckosnik@usaid.gov](mailto:ckosnik@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** Virginia Tech  
**Award #:** EPP-A-00-04-00013-00  
**Contact:** Theo Dillaha  
**Phone:** 540-231-1221  
**E-mail:** [dillaha@vt.edu](mailto:dillaha@vt.edu)  
**Website:** <http://www.oired.vt.edu/sanremcrsp/>  
**Subcontractor:** Yale University  
**Subcontractor:** Michigan State  
**Subcontractor:** University of Florida  
**Subcontractor:** UC Davis  
**Subcontractor:** North Carolina A&T State University  
**Subcontractor:** Cornell University  
**Subcontractor:** Indiana University  
**Subcontractor:** World Cocoa Foundation  
**Subcontractor:** Ohio State



Subcontractor: University of Georgia  
Subcontractor: University of Wisconsin  
Subcontractor: Winrock International  
Subcontractor: Washington State University  
Subcontractor: Rodale Institute  
Subcontractor: University of Colorado  
Subcontractor: North Carolina State University  
Subcontractor: Purdue University  
Subcontractor: Iowa State

## CRSP - Soil Management

**Instrument Type:** Grant  
**Authorized Ceiling:** \$45,694,000  
**End Date:** 9/30/2007

### Purpose

To assist the food-insecure developing countries of Africa, Asia, and Latin America combat hunger, poverty, and land degradation without further compromising the sustainability of their natural resource base. Exemplary achievements include increasing soil water intake and storage through increased rate of soil carbon sequestration in four West African countries; increasing household incomes of farming communities by fostering alliances involving private sectors from the U.S. and E. Timor; and quantifying soil moisture retention attributable to soil and water conservation (SWC) technology in Mali.

Please contact the CTO to learn how to access this CRSP's services.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Biotechnology; Global climate change; Microenterprise development; Higher education; Workforce development

### Services Provided

Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** McGahuey, Mike  
**Act Mgr:** McGahuey, Mike  
**Office:** NRM  
**Phone:** 202-219-0449  
**E-mail:** mmcgahuey@afr-sd.org  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** University of Hawaii  
**Award #:** LAG-G-00-97-00002-00  
**Contact:** Goro Ue Hara  
**Phone:** 808-956-8858  
**E-mail:** goro@hawaii.edu  
**Website:** [agrass.sherman.hawaii.edu/sm-crsp/index.html](http://agrass.sherman.hawaii.edu/sm-crsp/index.html)

## **Environment and Natural Resources Management Assistance -DOI**

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$7,000,000  
**End Date:** 9/1/2006

### **Purpose**

To provide USAID and its client countries with access to the environment and natural resources expertise of the agencies of US Department of the Interior. DOI often provides technical expertise not available through other means and provides training to host country counterparts. Examples of usage include increasing capacity in mining decentralization in Indonesia, and in Morocco, increasing capacity in rural tourism development. Note: IAA end dates and authorized ceilings are generally adjusted from year to year.

### **Sector Specialties**

Biodiversity conservation; Clean technologies; Non-forest land resources; Rural development; Tourism; Community-based governance; Gender analysis; poverty reduction; Enterprise development; Microenterprise development; Clean energy

### **Services Provided**

Commodity procurement; Communications & behavior change; Institutional development; Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Hilbruner, Roberta  
**Act Mgr:** Hilbruner, Roberta  
**Office:** NRM  
**Phone:** 202-712-5688  
**E-mail:** rhilbruner@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** U.S. Department of Interior  
**Award #:** ENV-P-00-00-00003-00  
**Contact:** Barbara Pitkin  
**Phone:** 202-208-5221  
**E-mail:** barbara\_pitkin@ios.doi.gov  
**Website:** [www.doi.gov/intl.itap](http://www.doi.gov/intl.itap)

## Environmental Monitoring and Information Systems-USGS

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$842,000  
**End Date:** 9/30/2007

### Purpose

Support capacity building and sustainable development in the areas of: (1) remote sensing and monitoring of land resources; (2) standardization of geographic information system (GIS) data development and information delivery; (3) networking and using data to establish environmental policy and making decisions; (4) carbon sequestration within soils; and (5) above-ground biomass and education of university students in Latin America in applications of GIS for natural resource management problems. For example, this mechanism was used to develop a framework for monitoring and assessing biodiversity changes and threats, with emphasis on ecosystem and land cover analyses in Senegal.

Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Agriculture production/productivity; Biodiversity conservation; Forest resources; Global climate change; Rural development; Higher education; Information & communication technology

### Services Provided

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Stokes, Carrie  
**Act Mgr:** Stokes, Carrie  
**Office:** NRM  
**Phone:** 202-712-0457  
**E-mail:** [cstokes@usaid.gov](mailto:cstokes@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Geological Survey  
**Award #:** AEG-P-00-03-00013-00  
**Contact:** Larry Tieszen  
**Phone:** 605-594-6056  
**E-mail:** [tieszen@usgs.gov](mailto:tieszen@usgs.gov)  
**Website:** [www.usgs.gov](http://www.usgs.gov)

## Environmental Risk Assessment and Conflict Vulnerability Analysis

**Instrument Type:** Grant  
**Authorized Ceiling:** \$10,458,000  
**End Date:** 9/30/2007

### Purpose

The grant with the Foundation for Environmental Security and Sustainability (FESS) provides a mechanism for USAID to address a broad range of environmental issues as they apply to regional security, stability, and conflict. The foundation works directly with the security and civil communities of the USG, foreign governments, academic institutions, and NGOs to provide strategic assessments of environmental risks to regional security and stability. FESS undertakes directed environmental risk assessments and analyses of underlying environmental or resource issues in the context of regional economic, social, and political factors to assist policymakers in developing practical actions to mitigate potentially destabilizing stresses before they become crises. Each year, FESS plans to undertake a limited number of regional security, stability, and conflict assessments at no cost to the Mission.

Please contact the CTO for more information to learn how to access its services.

### Sector Specialties

Conflict / vulnerability

### Services Provided

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying)

### AID/W

**CTO:** Sais, Kim  
**Act Mgr:** Sais, Kim  
**Office:** ESP  
**Phone:** 202-712-1745  
**E-mail:** ksais@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-esp/index.html>

### Prime Implementer(s)

**Implementer:** FESS Foundation for Environmental Security and sustainability  
**Award #:** GEW-G-00-02-00008-00  
**Contact:** Ray Simmons  
**Phone:** 703-560-8290  
**E-mail:** rsimmons@fess-global.org  
**Website:** [www.fess-global.org](http://www.fess-global.org)

## **EPIQ II (Environmental Policy and Institutional Strengthening) IQC**

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$250,000,000  
**End Date:** 9/30/2008

### **Purpose**

EPIC II provides technical assistance to EGAT, regional bureaus, and field Missions related to the cross-cutting nexus among policy reform, economic growth, institutional strengthening, and environmental/natural resource management. It aims to enhance policy and institutional management, leading to sustainable economic development. It also encourages broad stakeholder participation and strengthens the formation and implementation of multilateral and environmental agreements.

### **Sector Specialties**

Agriculture production/productivity; Agribusiness, markets & trade; Biodiversity conservation; Clean technologies; Coastal and marine resources; Drinking water; Forest resources; Fresh water resources; Global climate change; Non-forest land resources; Rural development; Tourism; Community-based governance; Conflict / vulnerability; Local government; Poverty reduction; Urban programs; Corporate governance; Local economic development; Enterprise development; Legal reform; Microenterprise development; Privatization; Property rights; Public and municipal finance; Urban housing and infrastructure finance; Information & communication technology; Wastewater treatment; Water and sanitation

### **Services Provided**

Commodity procurement; Communications & behavior change; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Baum, Ken  
**Act Mgr:** Baum, Ken  
**Office:** AG  
**Phone:** 202-712-0532  
**E-mail:** kbaum@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### **Prime Implementer(s)**

**Implementer:** PA Consulting Group  
**Award #:** EPP-I-00-03-00015-00  
**Contact:** Bill Meade  
**Phone:** 202-442-2384  
**E-mail:** bill.meade@paconsulting.com  
**Website:** [www.paconsulting.com](http://www.paconsulting.com)  
**Subcontractor:** DevTech Systems  
**Subcontractor:** The Duke Center For International Development  
**Subcontractor:** Environmental Law Institute  
**Subcontractor:** The Kenan Institute of Private Enterprise  
**Subcontractor:** Resources for the Future

Subcontractor: Research Triangle Institute  
Subcontractor: SECID  
Subcontractor: Technical Systems International

**Implementer:** IRG International Resources Group

Award #: EPP-I-00-03-00013-00

Contact: Doug Clark

Phone: 202-289-0100

E-mail: dclark@irgltd.com

Website: www.irgltd.com

Subcontractor: Development Alternatives, Inc

Subcontractor: Acad. for Educational Development

Subcontractor: Center for Sustainable Development in the Americas

Subcontractor: Center for International Environmental Law

Subcontractor: Development InfoStructure

Subcontractor: ECODIT

Subcontractor: Management Systems International

Subcontractor: Michigan State University

Subcontractor: Montgovery Watson Harza

Subcontractor: Tellus Institute

Subcontractor: The Nature Conservancy

Subcontractor: Urban Institute

Subcontractor: Training Resources Group

Subcontractor: Winrock International

Subcontractor: World Resources Institute

**Implementer:** Chemonics International Inc.

Award #: EPP-I-00-03-00014-00

Contact: Aaron Bendavid-Ual

Phone: 202-955-7417

E-mail: abendavid@chemonics.net

Website: www.chemonics.com

Subcontractor: World Wildlife Fund

Subcontractor: SENTECH, Inc

Subcontractor: Resources for the Future

Subcontractor: Moore Media Group

Subcontractor: Millenium Science

Subcontractor: IUCN

Subcontractor: Int'l Programs Consortium

Subcontractor: ICF Consulting

Subcontractor: Environomics, Inc

Subcontractor: Environmental Law Institute

Subcontractor: Clear Concepts

Subcontractor: Abt Associates

## Farmer-to-Farmer Volunteer Program

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$74,440,000  
**End Date:** 9/30/2008

### Purpose

The activity purpose is to provide voluntary technical assistance services in the agricultural sector to build institutions, transfer technology and management expertise, and link small farmers to markets. Activities are designed to improve natural resource management, health and safety conditions and environmental services, and increase beneficiaries' net annual income.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Livestock/dairy

### Services Provided

Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Alex, Gary  
**Act Mgr:** Pryor, Shirley  
**Office:** AG  
**Phone:** 202-712-4086  
**E-mail:** [spryor@usaid.gov](mailto:spryor@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** Florida A&M University  
**Award #:** EGA-A-00-03-00002-00  
**Contact:** Harriett Paul  
**Phone:** 850-599-8825  
**E-mail:** [HAPaul585@aol.com](mailto:HAPaul585@aol.com)  
**Website:** <http://www.famu.edu/acad/colleges/cesta/ia-farmer.htm>  
**Subcontractor:** Citizens Network for Foreign Affairs

**Implementer:** Citizens Network for Foreign Affairs  
**Award #:** FAO-A-00-99-00017-00  
**Contact:** Rod Beason  
**Phone:** 202-296-3920  
**E-mail:** [rbeason@cnfa.org](mailto:rbeason@cnfa.org)  
**Website:** <http://www.cnfa.org/page.cfm?pageID=86>

**Implementer:** Virginia State University  
**Award #:** EDH-A-00-03-00018-00  
**Contact:** Wondi Mersie  
**Phone:** 804-524-5819  
**E-mail:** [wmersie@vsu.edu](mailto:wmersie@vsu.edu)  
**Website:** NA  
**Subcontractor:** ACDI/VOCA

**Implementer:** ACDI/VOCA  
**Award #:** FAO-A-00-99-00016-00



Contact: Sydnee Hall  
Phone: 202-879-0264  
E-mail: shall@acdivoca.org  
Website: <http://www.acdivoca.org/acdivoca/acdiweb2.nsf/whatwedo/russiaftf?opendocument>  
Subcontractor: Winrock International  
Subcontractor: Land O'Lakes, Inc.

**Implementer:** Winrock International  
Award #: EDH-A-00-03-00022-00  
Contact: Demetria Arvanitis  
Phone: 802-869-1000  
E-mail: darvanitis@winrock.org  
Website: [www.winrock.org/fact/facts.cfm?BU=9061&CC=5490](http://www.winrock.org/fact/facts.cfm?BU=9061&CC=5490)  
Subcontractor: Intertribal Agriculture Council  
Subcontractor: Florida International University

**Implementer:** Land O'Lakes, Inc.  
Award #: EDH-A-00-03-00024-00  
Contact: Maria Matlashewski  
Phone: 651-494-5130  
E-mail: mpmatlashewski@landolakes.com  
Website: <http://www.idd.landolakes.com/programs.asp?Program=Farmer%20To%20Farmer>  
Subcontractor: TechnoServe  
Subcontractor: University of Maryland - Eastern Shore

**Implementer:** Opportunities Industrialization Centers International  
Award #: EDH-A-00-03-00021-00  
Contact: Michelle Frain-Muldoon  
Phone: 215-842-02200 x118  
E-mail: mfrain@oici.org  
Website: [http://www.oicinternational.org/program\\_foodsecurity.cfm](http://www.oicinternational.org/program_foodsecurity.cfm)  
Subcontractor: Alcorn State University  
Subcontractor: North Carolina A&T University  
Subcontractor: Southern University  
Subcontractor: University of Arkansas - Pine Bluff  
Subcontractor: Partners of the Americas

**Implementer:** Partners of the Americas  
Award #: EDH-A-00-03-00020-00  
Contact: Peggy Carlson  
Phone: 202-637-6230  
E-mail: pcarlson@partners.net  
Website: [http://www.partners.net/what\\_we\\_do/agriculture\\_and\\_environment/farmer\\_to\\_farmer/in](http://www.partners.net/what_we_do/agriculture_and_environment/farmer_to_farmer/in)  
Subcontractor: University of Arkansas - Pine Bluff  
Subcontractor: Alcorn State University  
Subcontractor: Florida Association for Volunteer Action in the Caribbean and the Americas  
Subcontractor: Florida A&M University

**Implementer:** ACDI/VOCA  
Award #: FAO-A-00-99-00018-00  
Contact: Stella Siegel  
Phone: 202-383-9758  
E-mail: ssiegel@acdivoca.org  
Website: <http://www.acdivoca.org/acdivoca/Acdiweb2.nsf/whatwedo/georgiaftf?opendocument>  
Subcontractor: Winrock International  
Subcontractor: Land O'Lakes, Inc.

**Implementer:** ACDI/VOCA  
Award #: EDH-A-00-03-00023-00

Contact: Christine Link  
Phone: 202-879-0259  
E-mail: [clink@acdivoca.org](mailto:clink@acdivoca.org)  
Website: <http://www.acdivoca.org/acdivoca/Acdiweb2.nsf/eae0d63f00bdc1e585256f230054969d>  
Subcontractor: Virginia State University

**Implementer:** Winrock International  
Award #: FAO-A-00-99-00014-00  
Contact: Demetria Arvanitis  
Phone: 802-869-1000  
E-mail: [darvanitis@winrock.org](mailto:darvanitis@winrock.org)  
Website: [www.winrock.org/fact/facts.cfm?BU=9061&CC=5490](http://www.winrock.org/fact/facts.cfm?BU=9061&CC=5490)  
Subcontractor: Mercy Corps  
Subcontractor: Land O'Lakes, Inc.  
Subcontractor: ACDI/VOCA

## Food Security III

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$5,000,000  
**End Date:** 9/29/2007

### Purpose

Increase food security in developing countries, with emphasis on Africa, as part of broad-based, market-oriented, sustainable economic growth. This activity aims to strengthen the capacity of participating countries and USAID to analyze food security issues and formulate policies, institutional reforms, investment plans, and management processes that promote food security. Examples of topics analyzed include: Effects of prime-age(HIV/AIDS) adult mortality on rural households in Africa, Agricultural input use, Input market development and natural resource management, and Food and agricultural output market development and reform.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Rural development; Gender analysis; poverty reduction; Business development services; Economic literacy; Local economic development; Privatization; Higher education; Information & communication technology

### Services Provided

Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Gardner, George  
**Act Mgr:** Gardner, George  
**Office:** AG  
**Phone:** 202-219-4692  
**E-mail:** ggardner@afr-sd.org  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** Michigan State University  
**Award #:** GDG-A-00-02-00021-00  
**Contact:** Michael Weber  
**Phone:** 517-353-8639  
**E-mail:** webermi@msu.edu  
**Website:** <http://www.aec.msu.edu/agecon/fs2/index.htm>

## **Global Conservation Program/AWF: Conservation of Resources in African Landscapes**

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$4,762,000  
**End Date:** 9/30/2008

### **Purpose**

The purpose of the Global Conservation Program, a partnership with six leading US based conservation organizations, is to achieve effective biodiversity conservation by addressing the most pressing threats to priority land and seascapes around the world. AWF is working to establish integrated and sustainable natural resource management in African Heartlands for the benefit of communities and local and national governments. AWF aims to increase the area under improved conservation management; increase the participation and capacity of landowner forums; and improve the management of key conservation targets. Focal areas include two trans-boundary sites and two savannah grasslands in Tanzania and Kenya.

### **Sector Specialties**

Biodiversity conservation; Forest resources; Non-forest land resources; Tourism; Community-based governance; Enterprise development

### **Services Provided**

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Technical assistance, long-term (including institution building, implementation)

### **AID/W**

**CTO:** Rowen, Mary  
**Act Mgr:** Rowen, Mary  
**Office:** NRM  
**Phone:** 202-712-4466  
**E-mail:** mrowen@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** African Wildlife Foundation  
**Award #:** LAG-A-00-99-00053-00  
**Contact:** Adam Henson  
**Phone:** 202-939-3341  
**E-mail:** ahenson@awf.org  
**Website:** [www.awf.org](http://www.awf.org)

## **Global Conservation Program/CI:Biodiversity & Corridor Planning and Implementation Program**

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$7,205,000  
**End Date:** 9/30/2008

### **Purpose**

The purpose of the Global Conservation Program (GCP), a partnership with six leading DC-based conservation organizations, is to achieve effective biodiversity conservation by addressing the most pressing threats to priority land and seascapes around the world. Conservation International (CI) specifically contributes to the maintenance of biological processes on a regional level through the establishment of corridors between protected areas and by developing and promoting the corridor approach as a suitable framework for conservation in biologically critical areas. CI implements corridor programs globally with a priority on mega-diverse tropical countries.

### **Sector Specialties**

Biodiversity conservation; Coastal and marine resources; Forest resources; Fresh water resources; Gender analysis; Enterprise development

### **Services Provided**

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Robinson, Doreen  
**Act Mgr:** Robinson, Doreen  
**Office:** NRM  
**Phone:** 202-712-0035  
**E-mail:** drobinson@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** Conservation International  
**Award #:** LAG-A-00-99-00046  
**Contact:** Monique Derfuss  
**Phone:** 202-912-1386  
**E-mail:** mderfuss@conservation.org  
**Website:** [www.conservation.org](http://www.conservation.org)

## **Global Conservation Program/EWV: Capacity Building for Community Based Forest Management**

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$2,696,000  
**End Date:** 9/30/2008

### **Purpose**

The purpose of the Global Conservation Program, a partnership with six leading US-based conservation organizations, is to achieve effective biodiversity conservation by addressing the most pressing threats to priority land and seascapes around the world. The activities undertaken by Enterpriseworks Worldwide in sites in Nepal and the Philippines are meant to increase the management capacity and effectiveness of community forestry groups, primarily by using sustainable enterprise-based biodiversity conservation principles.

### **Sector Specialties**

Agriculture production/productivity; Agribusiness, markets & trade; Biodiversity conservation; Forest resources; Fresh water resources; Global climate change; Non-forest land resources; Rural development; Community-based governance; Conflict / vulnerability; Gender analysis; Local government; Poverty reduction; Business development services; Local economic development; Enterprise development; Microenterprise development; Property rights

### **Services Provided**

Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### **AID/W**

**CTO:** Fairbank, Hannah  
**Act Mgr:** Fairbank, Hannah  
**Office:** NRM  
**Phone:** 202-712-4531  
**E-mail:** hfairbank@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** Enterprise Works/VITA  
**Award #:** LAG-A-00-99-00052  
**Contact:** Ann Koontz  
**Phone:** (703) 317-0015  
**E-mail:** AnnKoontz@aol.com  
**Website:** [www.ewv.org](http://www.ewv.org)

## **Global Conservation Program/The Nature Conservancy Leader Award**

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$9,185,000  
**End Date:** 9/30/2008

### **Purpose**

The purpose of the Global Conservation Program, a partnership with six leading US-based conservation organizations, is to achieve effective biodiversity conservation by addressing the most pressing threats to species-rich land and seascapes around the world. Program activities contribute to enhanced governance and rule of law; sustainable financing; reform of fisheries management; improved management of parks, natural resources, and sustainable tourism; promotion of gender equity; and training and capacity building. The Nature Conservancy is one of the Leaders under the GCP, implementing five projects under the first phase of the program and four projects under the second phase in Indonesia, the Meso-American Barrier Reef, the Maya Biosphere, Papua New Guinea, and Belize.

### **Sector Specialties**

Aquaculture/fisheries; Biodiversity conservation; Coastal and marine resources; Global climate change; Rural development; Tourism; Community-based governance; Local government; Poverty reduction; Business development services; Basic education (primary, secondary & adult literacy); Workforce development; Youth programs / employment

### **Services Provided**

Communications & behavior change; Institutional development; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Best, Barbara  
**Act Mgr:** Best, Barbara  
**Office:** NRM  
**Phone:** 202-712-0553  
**E-mail:** bbest@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** The Nature Conservancy  
**Award #:** LAG-A-00-99-00045-00  
**Contact:** Scott Smith  
**Phone:** 703-841-8175  
**E-mail:** ssmith@tnc.org  
**Website:** [www.conservancy.org](http://www.conservancy.org)

## **Global Conservation Program/WCS: Biodiversity Conservation at the Landscape Scale**

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$8,603,000  
**End Date:** 9/30/2008

### **Purpose**

The purpose of the Global Conservation Program (GCP), a partnership with six leading US-based conservation organizations, is to achieve effective biodiversity conservation by addressing the most pressing threats to priority land and seascapes around the world. WCS specifically focuses on designing and implementing landscapes using ecological, species, and human information, and has activities in the following regions: Belize, Mongolia, Bolivia, Maya Biosphere Guatemala, Mamiraua Forest Brazil, San Guillermo, Argentina, Tanzania, Afghanistan, Congo, Ecuador, and Cambodia. As a specific example, the Tacana people gained legal title to more than 325,000 hectares for community conservation management areas adjacent to national parks in Bolivia.

### **Sector Specialties**

Biodiversity conservation; Coastal and marine resources; Forest resources; Conflict / vulnerability; Enterprise development

### **Services Provided**

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Robinson, Doreen  
**Act Mgr:** Robinson, Doreen  
**Office:** NRM  
**Phone:** 202-712-0035  
**E-mail:** drobinson@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** Wildlife Conservation Society  
**Award #:** LAG-A-00-99-00047-00  
**Contact:** Amy Vedder  
**Phone:** 718-220-7159  
**E-mail:** [avedder@wcs.org](mailto:avedder@wcs.org)  
**Website:** [www.wcs.org](http://www.wcs.org)

**Implementer:** Wildlife Conservation Society  
**Award #:** EPP-A-00-05-00005-00  
**Contact:**  
**Phone:**  
**E-mail:**  
**Website:**



## Global Conservation Program/WWF

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$13,779,000  
**End Date:** 9/30/2008

### Purpose

The purpose of the Global Conservation Program (GCP), a partnership with six leading US-based conservation organizations, is to achieve effective biodiversity conservation by addressing the most pressing threats to priority land and seascapes around the world. WWF is implementing land and seascape level biodiversity conservation through initiatives such as: community-based natural resource management, conservation enterprise development, and sustainable resource governance and policy interventions. WWF works under GCP in the following Ecoregions: East Africa Marine Ecoregion, Forests of the Lower Mekong, and The Terai Arc. As a specific example, in Mozambique, communities developed and marked with buoys two new marine sanctuaries, and requested five additional sanctuaries. Early monitoring results indicate that sanctuaries are effective in restoring fish populations in as little as one year.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Aquaculture/fisheries; Biodiversity conservation; Clean technologies; Coastal and marine resources; Forest resources; Fresh water resources; Global climate change; Livestock/dairy; Non-forest land resources; Rural development; Tourism; Anti-corruption; Community-based governance; Conflict / vulnerability; Gender analysis; Local government; Poverty reduction; Business development services; Local economic development; Enterprise development; Legal reform; Microenterprise development; Property rights; Basic education (primary, secondary & adult literacy); Youth programs / employment; Clean energy

### Services Provided

Grants management; Institutional development; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Training, in-country (including training of trainers)

### AID/W

**CTO:** Fairbank, Hannah  
**Act Mgr:** Fairbank, Hannah  
**Office:** NRM  
**Phone:** 202-712-4531  
**E-mail:** hfairbank@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** World Wildlife Fund  
**Award #:** LAG-A-00-99-00048  
**Contact:** Sarah Christiansen  
**Phone:** 202-861-8303  
**E-mail:** sarah.christiansen@WWFUS.ORG  
**Website:** [www.wwfus.org](http://www.wwfus.org)

## GreenCOM

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$60,000,000  
**End Date:** 1/3/2007

### Purpose

To apply specific communication approaches to influence people to interact positively with their environment. Strategic communication considers the human dimension of an issue (as opposed to the technical). The IQC applies social sciences including social science research to learn what people know, what they need, what they are doing, why they are doing it, and barriers and motivators for social change.

### Sector Specialties

Agriculture production/productivity; Biodiversity conservation; Clean technologies; Coastal and marine resources; Drinking water; Forest resources; Fresh water resources; Global climate change; Livestock/dairy; Non-forest land resources; Rural development; Tourism; Community-based governance; Gender analysis; Local government; Poverty reduction; Urban programs; Business development services; Economic literacy; Local economic development; Enterprise development; Legal reform; Microenterprise development; Property rights; Trade capacity building; Clean energy; Energy efficiency; Energy governance / policy / regulation; Information & communication technology

### Services Provided

Commodity procurement; Communications & behavior change; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Hilbruner, Roberta  
**Act Mgr:** Hilbruner, Roberta  
**Office:** NRM  
**Phone:** 202-712-5688  
**E-mail:** rhilbruner@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** Academy for Educational Development (AED)  
**Award #:** LAG-I-00-01-00005-00  
**Contact:** Rick Bossi  
**Phone:** 202-884-8898  
**E-mail:** rbossi@aed.org  
**Website:** <http://www.greencom.org>

## IFPRI: Program for Biosafety Systems (PBS)

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$14,860,000  
**End Date:** 5/13/2008

### Purpose

PBS addresses the development and implementation of biotechnology regulatory systems to ensure the environmental and food safety of bioengineered crops. This is done through policy assistance, policy research, technical training in risk assessment and regulatory decision-making, and environmental research. Assistance to the government of Kenya, for example, helped strengthen and streamline the regulatory process for field trials of new bioengineered crops.

### Sector Specialties

Biodiversity conservation; Biotechnology

### Services Provided

Grants management; Institutional development; Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Lewis, Josette  
**Act Mgr:** Carpenter, Janet  
**Office:** ESP  
**Phone:** 202-712-5652  
**E-mail:** [jcarpenter@usaid.gov](mailto:jcarpenter@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-esp/index.html>

### Prime Implementer(s)

**Implementer:** IFPRI International Food Policy Research Institute  
**Award #:** EEM-A-00-03-00001-00  
**Contact:** Joel Cohen  
**Phone:** 202-862-8128  
**E-mail:** [j.cohen@cgiar.org](mailto:j.cohen@cgiar.org)  
**Website:** [www.ifpri.org](http://www.ifpri.org)

## **IMCAFS: Global Water for Sustainability (GLOWS) LWA**

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$23,750,000  
**End Date:** 9/30/2009

### **Purpose**

GLOWS promotes the management of water resources to simultaneously promote economic and social benefits and sustain freshwater ecosystems. Working at a basin, watershed, or aquifer scale, GLOWS provides expertise across the policy, governance, institutional, educational, and technical dimensions of integrated water resources management (IWRM). Projects in Tanzania/Kenya and Peru/Ecuador were initiated during 2005, with another to begin in India in 2006. Approaches include capacity building and promotion of innovative management practices and technologies (in fisheries, GIS, water supply/sanitation, water quality monitoring, payment for environment services, governance, etc.)

### **Sector Specialties**

Agribusiness, markets & trade; Aquaculture/fisheries; Biodiversity conservation; Clean technologies; Coastal and marine resources; Fresh water resources; Rural development; Tourism; Community-based governance; Conflict / vulnerability; Gender analysis; Local government; Poverty reduction; Social protection / safety net; Business development services; Local economic development; Microenterprise development; Workforce development; Youth programs / employment; Information & communication technology; Wastewater treatment; Water and sanitation

### **Services Provided**

Communications & behavior change; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Murray, Sharon  
**Act Mgr:** Murray, Sharon  
**Office:** NRM  
**Phone:** 202-712-0515  
**E-mail:** smurray@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** University of Rhode Island  
**Award #:** EPP-A-00-04-00014-00  
**Contact:** Brian Crawford  
**Phone:** 401-874-6225  
**E-mail:** brian@crc.uri.edu  
**Website:** [www.crc.uri.edu/](http://www.crc.uri.edu/)

## **IMCAFS: Sustainable Coastal Communities and Ecosystems (SUCCESS) LWA**

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$23,750,000  
**End Date:** 9/30/2009

### **Purpose**

SUCCESS promotes the management and use of estuarine and marine resources to achieve improved social, economic, and environmental well-being of coastal communities worldwide. Utilizing an Integrated Coastal Management (ICM) approach, the SUCCESS team provides technical assistance on a range of ICM issues and best practices, including policy, legal, and institutional reform, to the education, science, and extension work needed to bring about sustainable change at the appropriate scale for the management issues being addressed. Projects are ongoing at field sites in Ecuador, Nicaragua, and Tanzania, and involve improvements to aquaculture (milkfish, tilapia, shellfish, pearl, seaweed), capture fisheries, and community co-management and governance.

### **Sector Specialties**

Aquaculture/fisheries; Biodiversity conservation; Drinking water; Forest resources; Fresh water resources; Non-forest land resources; Rural development; Tourism; Community-based governance; Gender analysis; Health; Local government; Local economic development; Property rights; Higher education; Water and sanitation

### **Services Provided**

Grants management; Institutional development; Knowledge management; Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Volk, Richard  
**Act Mgr:** Volk, Richard  
**Office:** NRM  
**Phone:** 202-712-5373  
**E-mail:** rvolk@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** Florida International University  
**Award #:** EPP-A-00-04-00015  
**Contact:** Michael McClain  
**Phone:** 305-348-6826  
**E-mail:** michael.mcclain@fiu.edu  
**Website:** [www.fiu.edu/~mcclainm](http://www.fiu.edu/~mcclainm)  
**Subcontractor:** World Vision  
**Subcontractor:** Amizade  
**Subcontractor:** LakeNet  
**Subcontractor:** World Wildlife Fund

## International Fertilizer Development Center (IFDC)

**Instrument Type:** Public International Organization Grant (PIO)  
**Authorized Ceiling:** \$20,000,000  
**End Date:** 5/29/2006

### Purpose

IFDC increases and sustains food and agricultural productivity in developing countries through the development and transfer of effective and environmentally sound plant nutrient technology and agribusiness expertise. Various Missions make direct grants to IFDC for multiyear programs and projects related to soil fertility in their respective countries. For example, under one program, the "Integrated Soil Fertility Management" (ISFM), participating farmers have increased trade in agricultural commodities; demand for high quality seeds and fertilizers has increased; local institutions have become stronger agribusiness partners; and, yields have substantially increased.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Business development services; Trade capacity building; Workforce development; Information & communication technology

### Services Provided

Grants management; Institutional development; Knowledge management; Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Gardner, George  
**Act Mgr:** Gardner, George  
**Office:** AG  
**Phone:** 202-219-4692  
**E-mail:** ggardner@afr-sd.org  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** IFDC  
**Award #:** GDG-G-00-01-0004-00  
**Contact:** Amit Roy  
**Phone:** 256-381-6600  
**E-mail:** aroy@ifdc.org  
**Website:** [www.ifdc.org](http://www.ifdc.org)

## National Oceanic and Atmospheric Administration (NOAA IAA)

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$10,000,000  
**End Date:** 9/30/2008

### Purpose

This activity taps into the extensive experience of the National Oceanic and Atmospheric Administration (NOAA) in coastal zone management; endangered species protection and habitat management; hydrological and meteorological data analysis, modeling and forecasting; and environmental satellite and other data acquisition and monitoring. Partners within NOAA include the National Weather Service (NWS), National Marine Fisheries Service (NMFS), National Environmental Satellite and Data Information Service (NESDIS), National Ocean Service (NOS), and the Office of Oceanic and Atmospheric Research (OAR).

Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Aquaculture/fisheries; Biodiversity conservation; Coastal and marine resources; Fresh water resources; Global climate change; Tourism; Community-based governance; Conflict / vulnerability; Information & communication technology

### Services Provided

Commodity procurement; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); No-cost Resources

### AID/W

**CTO:** Deely, Dan  
**Act Mgr:** Deely, Dan  
**Office:** NRM  
**Phone:** 202-712-5255  
**E-mail:** [ddeely@usaid.gov](mailto:ddeely@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** U.S. National Oceanic & Atmospheric Administration  
**Award #:** ENV-P-00-99-00004-00  
**Contact:** Susan Ware-Harris  
**Phone:** 202/482.6196  
**E-mail:** [Susan.Ware-Harris@noaa.gov](mailto:Susan.Ware-Harris@noaa.gov)  
**Website:** [www.noaa.gov](http://www.noaa.gov)

## PFID: Fruits and Vegetables

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$7,954,000  
**End Date:** 1/14/2010

### Purpose

PFID activities provide market-led strategies to increase competitiveness of small and medium-scale producers of fruits and vegetables. These efforts strengthen national food industries, promoting their competitive participation in the global trading system, leading to enhanced economic growth. PFID activities also expand the knowledge of trade practices, regulations, and standards around the world; encourage the identification of locations for processing and manufacturing operations in developing countries; and assist in opening markets for American products.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Rural development; Poverty reduction; Social protection / safety net; Local economic development; Trade capacity building

### Services Provided

Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Wilson, Carol  
**Act Mgr:** Wilson, Carol  
**Office:** AG  
**Phone:** 202-712-0506  
**E-mail:** cawilson@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** Michigan State University  
**Award #:** GDG-A-00-01-00001-00  
**Contact:** Russ Freed  
**Phone:** 517-432-2214  
**E-mail:** freed@msu.edu  
**Website:** NA



## **PFID:Meat, Seafood and Poultry**

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$4,496,000  
**End Date:** 1/15/2010

### **Purpose**

PFID provides market-led strategies to increase competitiveness of small and medium-scale producers of meat, seafood, and poultry. The ultimate aim is to strengthen food industries, promoting their competitive participation in the global trading system and leading to enhanced economic growth. Through this activity, PFID also expands the knowledge of trade practices, regulations, and standards around the world; encourages the identification of locations for processing and manufacturing operations in developing countries; and assists in opening markets for American products.

### **Sector Specialties**

Agriculture production/productivity; Agribusiness, markets & trade; Aquaculture/fisheries; Livestock/dairy; Rural development; Community-based governance; Local government; poverty reduction; Enterprise development; Trade capacity building; Higher education; Workforce development; Information & communication technology

### **Services Provided**

Institutional development; Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Wilson, Carol  
**Act Mgr:** Wilson, Carol  
**Office:** AG  
**Phone:** 202-712-0506  
**E-mail:** cawilson@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### **Prime Implementer(s)**

**Implementer:** Louisiana State University  
**Award #:** PCE-A-00-00012-00  
**Contact:** Lakshman Velupillai  
**Phone:** 225 578-7067  
**E-mail:** LVelupillai@agcenter.lsu.edu  
**Website:** [www.lsuagcenter.com/en/administration/about\\_us/chancellors\\_office/International+Proq](http://www.lsuagcenter.com/en/administration/about_us/chancellors_office/International+Proq)  
**Subcontractor:** World Food Logistics Organization

## PFID:Natural Products

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$2,500,000  
**End Date:** 9/30/2009

### Purpose

Provide market-led strategies to increase competitiveness of small and medium-scale producers of natural products (products that are processed or produced in their natural form without additional synthetic chemicals). PFID activities support the development of local, national, regional, and international markets for developing country agricultural products; expand the knowledge of trade practices, regulations, and standards around the world; encourage the identification of locations for processing and manufacturing operations in developing countries; and assist in opening markets for American products.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Forest resources; Rural development; Gender analysis; Poverty reduction; Enterprise development; Trade capacity building; Workforce development

### Services Provided

Institutional development; Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Wilson, Carol  
**Act Mgr:** Wilson, Carol  
**Office:** AG  
**Phone:** 202-712-0506  
**E-mail:** cawilson@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** Rutgers University  
**Award #:** AEG-A-00-04-00012  
**Contact:** James Simon  
**Phone:** 732-932-9711  
**E-mail:** jesimon@aesop.rutgers.edu  
**Website:** [www.pfidnp.org](http://www.pfidnp.org)

## RAISE PLUS

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$500,000,000  
**End Date:** 2/28/2010

### Purpose

RAISE PLUS will assist agricultural producers and enterprises and community natural resource managers to profitably and competitively do business in domestic and world markets.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Aquaculture/fisheries; Biodiversity conservation; Biotechnology; Coastal and marine resources; Forest resources; Global climate change; Livestock/dairy; Non-forest land resources; Rural development; Tourism; Community-based governance; Gender analysis; Local government; Poverty reduction; Business development services; Local economic development; Enterprise development; Legal reform; Microenterprise development; Privatization; Property rights; Trade capacity building

### Services Provided

Commodity procurement; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Soroko, David  
**Act Mgr:** Soroko, David  
**Office:** AG  
**Phone:** 202-712-0897  
**E-mail:** dsoroko@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ag/index.html>

### Prime Implementer(s)

**Implementer:** Weidemann Associates, Inc.  
**Award #:** AEG-I-00-04-00010-00  
**Contact:** Veronica Letelier, M.S.  
**Phone:** 703-522-3075 ext. 16  
**E-mail:** vletelier@weidemannassoc.com  
**Website:** <http://www.weidemann.org/RaisePlusLimitedScope.htm>  
**Subcontractor:** Agricultural Management Group, Inc.  
**Subcontractor:** Winrock International  
**Subcontractor:** Nathan Associates, Inc.  
**Subcontractor:** Joint Business Development Center, Inc.

**Implementer:** Fintrac Inc.  
**Award #:** EDH-I-00-05-00007  
**Contact:** Bob Rabatsky  
**Phone:** 202-462-8475  
**E-mail:** bob@fintrac.com  
<http://www.raise-plus.com>

Website:  
Subcontractor: Auburn University  
Subcontractor: PA Government Services  
Subcontractor: Manchester Trade Ltd.  
Subcontractor: The Economic Competitiveness Group  
Subcontractor: Rainforest Alliance

**Implementer:** ARD Inc.  
Award #: EDH-I-00-05-00006  
Contact: Mark Huisenga  
Phone: 802-658-3890  
E-mail: [mhuisenga@ardinc.com](mailto:mhuisenga@ardinc.com)  
Website: [http://www.ardinc.com/iqc/raise-plus\\_site.php](http://www.ardinc.com/iqc/raise-plus_site.php)  
Subcontractor: DuPont Protein Technologies  
Subcontractor: International Food Policy Research Institute (IRPRI)  
Subcontractor: Emerging Markets Solutions (EMS)  
Subcontractor: Tourism Development International (TDI)  
Subcontractor: World Wildlife Fund (WWF)  
Subcontractor: Sanyu Consultants Inc.  
Subcontractor: Monsanto  
Subcontractor: Rainforest Alliance  
Subcontractor: International Centre for Research in Agroforestry (ICRAF)  
Subcontractor: International Land Systems (ILS)  
Subcontractor: International Law Institute (ILI)  
Subcontractor: Herb Research Foundation  
Subcontractor: Fundacion Chile  
Subcontractor: University of Vermont's Gund Institute for Ecological Economics  
Subcontractor: Enterprise Works Worldwide  
Subcontractor: Earth Satellite Corporation (EarthSat)  
Subcontractor: Cargill Technical Services  
Subcontractor: Citizen's Development Corps (CDC)  
Subcontractor: Catholic Relief Services (CRS)  
Subcontractor: International Fertilizer Development Center (IFDC)  
Subcontractor: Prairie View A&M University  
Subcontractor: Africare  
Subcontractor: Oregon State University  
Subcontractor: Ohio State University  
Subcontractor: Indiana University  
Subcontractor: Colorado State University (CSU)  
Subcontractor: World Perspective International (WPI)  
Subcontractor: The Peoples Group  
Subcontractor: The Mitchell Group  
Subcontractor: Center for Small Farmer commercialization Worldwide  
Subcontractor: The Heron Group  
Subcontractor: International Business Initiatives (IBI)  
Subcontractor: Associates for International Resources and Development (AIRD)  
Subcontractor: Louis Berger Group  
Subcontractor: SRI International

**Implementer:** DAI Development Alternatives, Inc.  
Award #: EDH-I-00-05-00004  
Contact: Jerry Martin  
Phone: (301) 718-8299  
E-mail: [Jerry\\_Martin@DAI.COM](mailto:Jerry_Martin@DAI.COM)  
Website: <http://www.raise-plus.net/>

Subcontractor: LLC  
Subcontractor: MSI  
Subcontractor: Wilbur Smith Associates  
Subcontractor: Michigan State University  
Subcontractor: Texas A&M University  
Subcontractor: Land Tenure Center - University of Wisconsin  
Subcontractor: Rural Finance Program - Ohio State University  
Subcontractor: Land o' Lakes (with Sparks Companies)  
Subcontractor: Winrock International  
Subcontractor: Rural Development Institute  
Subcontractor: Innovative Resources Mgmt, Inc.  
Subcontractor: Donald Danforth Plant Science Center  
Subcontractor: Institute on Global Conflict and Cooperation  
Subcontractor: ontheFrontier, Inc.  
Subcontractor: Training Resources Group, Inc.  
Subcontractor: The QED Group

**Implementer:** Abt Associates, Inc.  
**Award #:** EDH-I-00-05-00005  
**Contact:** Gordon Straub  
**Phone:** (301) 718-3193  
**E-mail:** Gordon\_straub@abtassoc.com  
**Website:** [www.raiseplus.com/](http://www.raiseplus.com/) [www.raiseplus.info/](http://www.raiseplus.info/)  
Subcontractor: World Wildlife Fund  
Subcontractor: World Food Logistics Organization (WFLO)  
Subcontractor: Wingerts Consulting  
Subcontractor: University of California-Davis  
Subcontractor: North Carolina University Agriculture and Tecnology  
Subcontractor: IBEX  
Subcontractor: Conservation International  
Subcontractor: Carana Corporation  
Subcontractor: AGRIDEC  
Subcontractor: Academy for Educational Development (AED)  
Subcontractor: Purdue University  
Subcontractor: The Services Group (TSG)  
Subcontractor: TechnoServe, Inc.  
Subcontractor: ACDI/VOCA

## U.S. Army Corps of Engineers [USACE]

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$0  
**End Date:** 5/7/2008

### Purpose

Provides access to technical assistance services of the U.S. Army Corps of Engineers [USACE], covering a complete range of planning, engineering, design and construction management, environmental services, and technical assistance related to water, natural resources infrastructure, and capacity building. USACE has provided oversight of reconstruction of contractors in Afghanistan and Iraq, and began assessment of damage and oversight of reconstruction in Sri Lanka, Indonesia, India, and Thailand after the December 2004 Tsunami disaster. Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Coastal and marine resources; Drinking water; Fresh water resources; Rural development; Conflict / vulnerability; Clean energy; Energy access; Energy efficiency; Telecommunications infrastructure; Transportation; Wastewater treatment; Water and sanitation

### Services Provided

Commodity procurement; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Deely, Dan  
**Act Mgr:** Deely, Dan  
**Office:** NRM  
**Phone:** 202-712-5255  
**E-mail:** ddeely@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Army Corps of Engineers  
**Award #:** Multiple Awards  
**Contact:** Milton J. Rider  
**Phone:** 202/761-0630  
**E-mail:** Milton.J.Rider@HQ02.USACE.ARMY.MIL  
**Website:** [www.usace.army.mil/](http://www.usace.army.mil/)

## U.S. Bureau of Reclamation [USBR]

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$0  
**End Date:** 1/16/2008

### Purpose

The U.S. Bureau of Reclamation (USBR) is the largest wholesale supplier of water in the United States, with extensive experience in dam and canal construction, pipeline installation, and hydropower management. The USAID General Agreement with USBR provides access to a staff of over 6,000 with expertise in the array of science and engineering disciplines necessary for effective integrated water management. USBR has provided technical assistance and training in more than 80 countries around the world. Programmatic interventions include long- and short-term technical assistance, trainings, and workshops. Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Agriculture production/productivity; Fresh water resources; Rural development

### Services Provided

Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Deely, Dan  
**Act Mgr:** Deely, Dan  
**Office:** NRM  
**Phone:** 202-712-5255  
**E-mail:** [ddeely@usaid.gov](mailto:ddeely@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Bureau of Reclamation  
**Award #:** EGE-P-00-03-00001-00  
**Contact:** Richard H. Ives  
**Phone:** 202/513-5500  
**E-mail:** [rives@usbr.gov](mailto:rives@usbr.gov)  
**Website:** [www.usbr.gov/](http://www.usbr.gov/)

## U.S. Forest Service Interagency Agreement

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$50,000,000  
**End Date:** 9/30/2007

### Purpose

EGAT has partnered with the USDA Forest Service to provide technical support to Missions, host country governments, and local NGOs to improve the management and conservation of natural forests through technical assistance, training, analysis, and policy reform. Through this IAA, USAID can access the skills of the entire USDA Forest Service, as well as personnel from other cooperating agencies and partners, to address mission technical needs. EGAT to Forest Service leverage averages 1:3; mission leverages 1:1.

Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Forest resources

### Services Provided

Needs assessments, project design (including drafting scopes of work); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Streed, Erik  
**Act Mgr:** Streed, Erik  
**Office:** NRM  
**Phone:** 202-712-1186  
**E-mail:** [estreed@usaid.gov](mailto:estreed@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Forest Service  
**Award #:** AAG-P-00-97-00003-00  
**Contact:** Alex Moad  
**Phone:** 202-273-0163  
**E-mail:** [amoad@fs.fed.us](mailto:amoad@fs.fed.us)  
**Website:** [www.fs.fed.us/global](http://www.fs.fed.us/global)



## U.S. Geological Survey (USGS IAA)

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$0  
**End Date:** 1/16/2008

### Purpose

The US Geological Survey (USGS) is an independent fact-finding agency that collects, monitors, analyzes, and provides scientific information about natural resource conditions, issues, and problems. USAID's agreement with USGS provides the Agency with access to USGS expertise in topics such as earth science investigations (including earthquake and landslide hazards), resources and environment, biological investigations and technical developments, geospatial data applications, water resources, surface and groundwater hydrologic investigations, and natural resources information systems. For example, USGS assists USAID India with disaster warning and preparedness. Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Aquaculture/fisheries; Biodiversity conservation; Coastal and marine resources; Fresh water resources; Global climate change; Conflict/vulnerability; Higher education; Information & communication technology; Telecommunications infrastructure

### Services Provided

Commodity procurement; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Research & analysis (desktop, laboratory, applied research, surveying); Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country); No-cost Resources

### AID/W

**CTO:** Deely, Dan  
**Act Mgr:** Deely, Dan  
**Office:** NRM  
**Phone:** 202-712-5255  
**E-mail:** [ddeely@usaid.gov](mailto:ddeely@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Geological Survey  
**Award #:** AEG-P-00-03-00008  
**Contact:** Verne Schneider  
**Phone:** 703-648-4000  
**E-mail:** [vrschnei@usgs.gov](mailto:vrschnei@usgs.gov)  
**Website:** [www.usgs.gov](http://www.usgs.gov)

## **Water IQC II (Integrated Water and Coastal Resources Management)**

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$2,000,000,000  
**End Date:** 9/29/2009

### **Purpose**

Provide all USAID units worldwide with access to technical expertise in all aspects of integrated water and coastal resources management. This mechanism includes work in water supply and sanitation, irrigation systems, hydropower management, urban stormwater management, groundwater management fisheries, aquaculture and coastal management, industrial pollution prevention and control, water quality management, watershed management, and river basin management.

### **Sector Specialties**

Agriculture production/productivity; Aquaculture/fisheries; Biodiversity conservation; Clean technologies; Coastal and marine resources; Drinking water; Fresh water resources; Global climate change; Livestock/dairy; Rural development; Tourism; Anti-corruption; Community-based governance; Conflict / vulnerability; Gender analysis; Local government; Poverty reduction; Development Credit Authority; Enterprise development; Financial markets; Legal reform; Microenterprise development; Privatization; Property rights; Public and municipal finance; Urban housing and infrastructure finance; Wastewater treatment; Water and sanitation

### **Services Provided**

Commodity procurement; Communications & behavior change; DCA credit guarantees; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### **AID/W**

**CTO:** Deely, Dan  
**Act Mgr:** Deely, Dan  
**Office:** NRM  
**Phone:** 202-712-5255  
**E-mail:** ddeely@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

### **Prime Implementer(s)**

**Implementer:** Mendez England & Associates  
**Award #:** EPP-I-00-05-0010-00  
**Contact:** Tom England  
**Phone:** 301-652-4334  
**E-mail:** tengland@engl.com  
**Website:** [www.water-mendezengland.com](http://www.water-mendezengland.com)  
**Subcontractor:** Taylor DeJongh  
**Subcontractor:** Boston University Marine Program  
**Subcontractor:** Woods Hole Oceanographic Institute  
**Subcontractor:** Citizens Network for Foreign Affairs  
**Subcontractor:** Shaw Environmental and Infrastructure  
**Subcontractor:** Ecology & Environment

Subcontractor: Booz Allen Hamilton  
Subcontractor: DevTechSystems  
Subcontractor: Advanced Engineering Associates International  
Subcontractor: The Heron Group  
Subcontractor: HydroGeoLogic  
Subcontractor: Global Environmental & Technology Foundation  
Subcontractor: AIS Development  
Subcontractor: Development Associates

**Implementer:** PA Consulting Group  
**Award #:** EPP-I-00-04-00025-00  
**Contact:** Ken Rubin  
**Phone:** 202/442-2000  
**E-mail:** Ken.Rubin@paconsulting.com  
**Website:** pawateriqc.com  
Subcontractor: International Water Management Institute (IWMI); The Association of Metropolitan Sewerage  
Subcontractor: Water Environment Federation (WEF)  
Subcontractor: The Gender and Water Alliance (the Alliance or GWA)  
Subcontractor: Environed Management Systems  
Subcontractor: The Coral Reef Alliance  
Subcontractor: Development & Training Services, Inc.(DTS)  
Subcontractor: Earth Satellite Corporation (Earthstar)  
Subcontractor: Princeton Energy Resources International. LLC (PERI)  
Subcontractor: HYDROSCIENCE CONSULTING LLC  
Subcontractor: STELLA Consulting  
Subcontractor: Bat Associates Inc. (Bat)  
Subcontractor: Conservation International (CI)  
Subcontractor: Dobbin International Inc.  
Subcontractor: AJGB International, Inc.  
Subcontractor: Computer Assisted Development, Inc. (CADI)  
Subcontractor: Gland Investment Services. Inc.  
Subcontractor: Condit, Inc.  
Subcontractor: Hart Crower, Inc.  
Subcontractor: Battle  
Subcontractor: North American Subsidiary of DHI Water and Environment (DHI, Inc.)  
Subcontractor: MWH Americas  
Subcontractor: South-East Consortium for International Development (SECID)

**Implementer:** Chemonics International Inc.  
**Award #:** EPP-I-00-04-00020-00  
**Contact:** Mario Kerby  
**Phone:** 202-955-3300  
**E-mail:** mkerby@chemonics.com  
**Website:** <http://www.ridgetoreef.com/en/index.aspx>  
Subcontractor: Counterpart International  
Subcontractor: Johns Hopkins Bloomberg School of Public Health - Center for Water and Health (JHBSPH-C)  
Subcontractor: International Programs Consortium, Incorporated IPC  
Subcontractor: University of Florida, Institute of Food and Agricultural Science (UF/IFAS)  
Subcontractor: Environmental Law Institute (ELI)  
Subcontractor: Geo-Marine Inc. (GMI)  
Subcontractor: Resources for the Future (RFF)  
Subcontractor: Research Planning, Inc. (RPI)  
Subcontractor: International Water Management Institute (IWMI)  
Subcontractor: Natural Resources Consulting Engineers, Inc. (NRCE)  
Subcontractor: CH2MHill

**Implementer:** DAI Development Alternatives, Inc.  
**Award #:** EPP-I-00-04-00023-00  
**Contact:** Peter Reiss  
**Phone:** 301/718-8259  
**E-mail:** peter\_reiss@dai.com  
**Website:** wateriqc.com  
**Subcontractor:** Texas A&M/U-Texas Universities Partnership  
**Subcontractor:** TCG International, LLC  
**Subcontractor:** Social Impact (SI)  
**Subcontractor:** Riverside Technology, inc. (RTi)  
**Subcontractor:** Metropolitan Consulting Corporation (MCC)  
**Subcontractor:** Academy for Educational Development (AED)  
**Subcontractor:** Aiken Global Environmental Services, LLC  
**Subcontractor:** AIS Development, LLC (AISD)  
**Subcontractor:** CDM International, Incorporated (CDM)  
**Subcontractor:** CDR Associates  
**Subcontractor:** Deloitte Touch Tohmatsu Emerging Markets, Ltd. (Emerging Markets Group- DTT/EMG)  
**Subcontractor:** Duke University  
**Subcontractor:** Hatch Mott MacDonald  
**Subcontractor:** International Development Enterprises (IDE)  
**Subcontractor:** International Executive Service Corps IESC)  
**Subcontractor:** Land and Water Consulting, Incorporated  
**Subcontractor:** Water for People (WFP)  
**Subcontractor:** ValuAdd Management Services (VAMS)  
**Subcontractor:** The Media Network, Inc.  
**Subcontractor:** Training Resources Group, Inc. (TRG)

**Implementer:** IRG International Resources Group  
**Award #:** EPP-I-00-04-00024  
**Contact:** Firouz Rooyani  
**Phone:** 703/391-5876  
**E-mail:** Firouz.Rooyani@ttemi.com  
**Website:** waterIQCII.com  
**Subcontractor:** University of Rhode Island Coastal Resources Center (URI/CRC)  
**Subcontractor:** RTI International  
**Subcontractor:** The Manoff Group  
**Subcontractor:** The Lighthouse Consulting Group, Inc.  
**Subcontractor:** PacMar Inc.  
**Subcontractor:** Coastal Planning and Engineering, Inc.  
**Subcontractor:** EnviroAssociates International  
**Subcontractor:** Marstel-Day, LLC  
**Subcontractor:** Horsley Witten Group  
**Subcontractor:** Alpha-Gamma Technologies, Inc.  
**Subcontractor:** Stearns & Wheeler  
**Subcontractor:** WorldFish Center  
**Subcontractor:** Environmental Law Institute (ELI)  
**Subcontractor:** Institute for International Education  
**Subcontractor:** WL/Delft Hydraulics  
**Subcontractor:** Davids Engineering, Inc.  
**Subcontractor:** Keller-Bliesner Engineering LLC  
**Subcontractor:** Acres International, Inc.  
**Subcontractor:** Infrastructure Leasing and Financial Services  
**Subcontractor:** Catholic Relief Services (CRS)  
**Subcontractor:** Conservation International (CI)

Subcontractor: Utah State University  
Subcontractor: World Wildlife Fund (WWF)  
Subcontractor: University of Massachusetts, Urban Harbors Institute  
Subcontractor: Michigan State University, Center for Global Change and Earth Observations  
Subcontractor: University of Washington, School of Marine Affairs  
Subcontractor: Winrock International

**Implementer:** ARD Inc.

Award #: EPP-I-00-04-00019-00

Contact: Dave Burack

Phone: 802-658-3890

E-mail: dburack@ardinc.com

Website: ard-water.com

Subcontractor: University of Miami (UM), including the Rosentiel School for Marine and Atmospheric Science

Subcontractor: University Partnership for Transboundary Waters (UPTW)

Subcontractor: Best, Best & Krieger LLP (BBK)

Subcontractor: Colorado State University (CSU)

Subcontractor: CONCUR, Inc.

Subcontractor: International Water Management Institute (IWMI)

Subcontractor: Johns Hopkins Bloomberg School of Public Health Center for Communication Programs (JHCCP)

Subcontractor: John Snow, Inc. (JSI)

Subcontractor: New Mexico Water Consortium (NMWC)

Subcontractor: Partnership for the Environment (PFE)

Subcontractor: Agricultural Management Group (AMG)

Subcontractor: SAAD Consultants

Subcontractor: The Natural Heritage Institute (NHI)

Subcontractor: MetraMetrics, Inc.

Subcontractor: Howard Delafield International (HDI)

Subcontractor: The Institute for Public-Private Partnerships, Incorporated (IP3)

Subcontractor: CORE International

Subcontractor: Black and Veatch Consulting, Ltd.

Subcontractor: CARE

Subcontractor: The Louis Berger Group, Inc. (LBG);



## CHAPTER 2

### Cross-Cutting Issues





## **In Focus - Loan Guarantee Project Stimulates Business Growth in Ethiopia**

### **- A Development Credit Activity -**

ADDIS ABABA, Ethiopia—Until recently, groups of coffee and grain farmers in this populous country could not access credit, which meant that they often lacked working capital and could rarely invest in new machinery or other improvements. That has changed since a Development Credit Authority (DCA) project began working with Abyssinia Bank and Awash International Bank. From September 2004 to March 2005, Abyssinia Bank lent more than \$2.2 million to 12 cooperative unions, and Awash lent \$520,000 to a cooperative union and an agro-processor.

“The Mission is using DCA to develop a credit guarantee program with a third bank that will give loans to small and medium-sized businesses working in other areas,” said John McMahon of the Mission’s economic growth team.

“Banks here tend to do collateral-based lending, which means that if you want a dollar, you have to put up three dollars as collateral, rather than saying, ‘Is this a viable business plan? What are the potential risks and rates of return?’ So it becomes a burden for cooperatives and businesses to come up with collateral. What we are doing now is getting the banks to recognize that they are missing out on business opportunities. So they are now lending to agro-processors and cooperatives, and we are getting them to reduce collateral requirements and increase loan periods,” said McMahon.

Development credit programs guarantee up to half the principal of private sector loans that support a developmental purpose. Loans can be for a wide variety of purposes, such as agricultural production, small business development, infrastructure development, and student loans.

USAID works with agroprocessors and cooperatives in business management, and helps them draw up business plans that show the viability of their enterprises. At the same time, the Agency works with banks so that they consider the viability of a business rather than basing lending decisions on the amount of collateral. Members of some 332 cooperatives—or about 390,335 households—benefited from the DCA program in 2004.

- FrontLines July 2005

Office: Development Credit  
CTO: John Wasielewski  
Activity Manager: John Wasielewski



Jennifer Dostert, Credit Officer

Jennifer Dostert helps structure and rate development credit authority (DCA) projects for the Risk Management Team. She joined the Office of Development Credit in June 2004 from the Europe and Eurasia Bureau's Office of Economic Growth. Prior to joining USAID, Ms. Dostert worked at Bain & Co. and at CarMax as a management consultant. She holds a master's in business administration from Harvard Business School and a bachelor's in Economics and Spanish.

*Jennifer Dostert can be reached at 202-712-5203 or [jdostert@usaid.gov](mailto:jdostert@usaid.gov).*



Marilee Kane, Gender Specialist

Marilee Kane's technical strengths include microfinance and livelihood analysis. She brings work experience from institutions including the Food and Agricultural Organization, CARE, the United Nations Office for the Coordination of Humanitarian Affairs, and Peace Corps. She was raised in Pakistan and has worked in Afghanistan, Uganda, Ghana, Guyana, and Somalia. Ms. Kane joined Office of Women in Development, where she focuses on gender as it relates to agriculture and natural resource management issues. She holds a master's in Anthropology and Urdu. She speaks Urdu, French and some Tunisian Arabic.

*Marilee Kane can be reached at 202-712-4722 or [makane@usaid.gov](mailto:makane@usaid.gov).*

## Alphabetical Listing of Mechanisms for Cross-Cutting Issues

DCA: Development Credit Agreements  
GM (Gender Matters) IQC  
GM: Anti-trafficking T.O. II  
GM: Short-Term Technical Assistance and Training T.O.  
Investing in Women in Development Fellows Program (IWID)  
Property Rights and Natural Resource Management Lessons Learned T. O.  
SAGA (Strategies and Analysis for Growth and Access) - PR Office  
SUM II (Sustainable Urban Management II) IQC  
Support for Pro-Poor Development of Cities

## DCA: Development Credit Agreements

**Instrument Type:** Other  
**Authorized Ceiling:** \$0  
**End Date:** 9/30/2020

### Purpose

Development Credit Authority guarantees work to mobilize local and international capital for use in market-based, public-private partnerships to finance development projects in underserved countries and sectors. Missions may use credit guarantees to engage local financial institutions in lending their own capital for developmentally beneficial activities. These guarantees cover up to 50 percent of the risk financial institutions bear in lending to projects which fall within USAID's development objectives, enabling a larger financial impact to projects than grants alone.

Conditions necessary for a guarantee include:

1. The operations must generate revenue
2. The guaranteed party must be creditworthy and non-sovereign, and
3. USAID must be the guarantor of last resort, in other words, the project would not be funded without a guarantee.

For information on how to access this mechanism, please contact the Office of Development Credit staff.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Clean technologies; Drinking water; Rural development; Tourism; Banking; Business development services; Development Credit Authority; Enterprise development; Financial markets; Microenterprise development; Privatization; Urban housing and infrastructure finance; Energy efficiency; Wastewater treatment; Water and sanitation; Housing

### Services Provided

DCA credit guarantees

### AID/W

**CTO:** Wasielewski, John  
**Act Mgr:** Wasielewski, John  
**Office:** DCA  
**Phone:** 202-712-5058  
**E-mail:** [jwasielewski@usaid.gov](mailto:jwasielewski@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-dc/index.html>

## GM (Gender Matters) IQC

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$240,000,000  
**End Date:** 9/30/2007

### Purpose

Provide the broadest possible expert assistance to USAID operating units --field Missions, EGAT/WID, and Washington units-- in addressing gender issues and new emerging issues that impact women and children. Offer technical assistance and training in the areas of women's legal rights, anti-trafficking in persons, electoral assistance, tourism, ICT, education, school-related gender-based violence, and women in conflict.

### Sector Specialties

Gender analysis

### Services Provided

Grants management; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Knox, Mary  
**Act Mgr:** Knox, Mary  
**Office:** WID  
**Phone:** 202-712-0978  
**E-mail:** mknox@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-wid/index.html>

### Prime Implementer(s)

**Implementer:** MSI Management Systems International, Inc.  
**Award #:** GEW-I-00-02-00021  
**Contact:** Marina Fanning  
**Phone:** 202-484-7170, ext. 116  
**E-mail:** mfanning@msi-inc.com  
**Website:** <http://www.msiworldwide.com/documents/WIDBrochure-MSI-Futures.pdf>  
**Subcontractor:** International Office of Migration (IOM)  
**Subcontractor:** Michigan State University

**Implementer:** Juarez and Associates, Inc.  
**Award #:** GEW-I-00-02-00020  
**Contact:** Virginia Seitz  
**Phone:** 310-478-0826  
**E-mail:** vseitz@juarezassociates.com  
**Website:** <http://www.juarezassociates.com/>  
**Subcontractor:** Institute for Development Anthropology  
**Subcontractor:** CLC & Associates International, Inc.  
**Subcontractor:** Coalition Against Trafficking of Women

**Implementer:** DevTech Systems, Inc.

Award #: GEW-I-00-02-00019  
Contact: Isabel Dillener  
Phone: 703-778-2641  
E-mail: idillener@devtechsys.com  
Website: [http://www.devtechsys.com/Services/USG\\_Contracting/WID/wid.html](http://www.devtechsys.com/Services/USG_Contracting/WID/wid.html)  
Subcontractor: Cultural Practice  
Subcontractor: IBM Corporation  
Subcontractor: The IRIS Center at the University of Maryland  
Subcontractor: The Land Tenure Center at the University of Wisconsin  
Subcontractor: L.T. Associates  
Subcontractor: Network for East-West Women  
Subcontractor: Pact  
Subcontractor: World Education  
Subcontractor: World Learning

**Implementer:** Development & Training Services, Inc.

Award #: GEW-I-00-02-00018  
Contact: Indira Ahluwalia  
Phone: 703-465-9388  
E-mail: IAhlwalia@onlineDTS.com  
Website: <http://www.onlinedts.com/>  
Subcontractor: Educational Development Center (EDC)  
Subcontractor: Counterpart International  
Subcontractor: Checchi and Consulting Company, Inc.  
Subcontractor: ACDI/VOCA  
Subcontractor: Chemonics International, Inc.  
Subcontractor: International Business & Technical Consultants, Inc. (IBTCI)  
Subcontractor: Louis Berger Group  
Subcontractor: Management Sciences for Health (MSH)  
Subcontractor: Centers for Research on Women at Wellesley College  
Subcontractor: Winrock International  
Subcontractor: Bearing Point, Inc.

**Implementer:** DAI Development Alternatives, Inc.

Award #: GEW-I-00-02-00017  
Contact: Pamela Coffey  
Phone: 301-280-2592  
E-mail: Pamela\_Coffey@dai.com  
Website: <http://www.dai.com/>  
Subcontractor: Academy for Educational Development (AED)  
Subcontractor: Training Resources Group (TRG)  
Subcontractor: The QED Group  
Subcontractor: Minnesota Advocates for Human Rights  
Subcontractor: International Center for Research on Women (ICRW)  
Subcontractor: The Asia Foundation  
Subcontractor: American University Washington College of Law  
Subcontractor: Rural Development Institute (RDI)

**Implementer:** Chemonics International Inc.

Award #: GEW-I-00-02-00016  
Contact: Mary Rojas  
Phone: 202-955-3327  
E-mail: mrojas@chemonics.com  
Website: [http://www.chemonics.com/Projects/search\\_contract.aspx?contract\\_id={6399A0CA-30C](http://www.chemonics.com/Projects/search_contract.aspx?contract_id={6399A0CA-30C)  
Subcontractor: Partners of the Americas  
Subcontractor: MUCIA  
Subcontractor: MetaMetrics, Inc.

Subcontractor: ECI  
Subcontractor: Development & Training Services, Inc. (dTS)  
Subcontractor: Charney Research  
Subcontractor: Centre for Development and Population Activities (CEDPA)  
Subcontractor: International Research & Exchanges Board (IREX)

## GM: Anti-trafficking T.O. II

**Instrument Type:** Indefinite Quantity Contract Task Order (IQC TO)  
**Authorized Ceiling:** \$2,937,000  
**End Date:** 9/29/2007

### Purpose

Short-term technical assistance for USAID anti-trafficking programs in the field and in Washington. For example; anti-trafficking assessments for Serbia and Nigeria completed; areas for synergy with Women's Legal Rights task order identified and complementary activities planned in Central America; and training materials prepared for conference of USAID anti-trafficking practitioners in Europe and Eurasia (at a conference sponsored by the E&E Bureau).

This task order is funded by the WID Office. To access technical assistance, please contact the CTO.

### Sector Specialties

Anti-trafficking

### Services Provided

Communications & behavior change; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Knox, Mary  
**Act Mgr:** Knox, Mary  
**Office:** WID  
**Phone:** 202-712-0978  
**E-mail:** mknox@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-wid/index.html>

### Prime Implementer(s)

**Implementer:** Chemonics International Inc.  
**Award #:** GEW-I-02-02-00016  
**Contact:** Teresa Cunnady  
**Phone:** 202-955-7423  
**E-mail:** tcannady@chemonics.com  
**Website:** [http://www.chemonics.com/Projects/search\\_contract.aspx?contract\\_id={6399A0CA-30C](http://www.chemonics.com/Projects/search_contract.aspx?contract_id={6399A0CA-30C)



## GM: Short-Term Technical Assistance and Training T.O.

**Instrument Type:** Indefinite Quantity Contract Task Order (IQC TO)  
**Authorized Ceiling:** \$8,298,000  
**End Date:** 9/29/2007

### Purpose

Provide short-term technical assistance and training to address gender-related issues and concerns in programs, including gender assessments for activity design, gender integration for program and activity portfolios, and trainings and evaluations.

This task order is funded by the WID Office. To access technical assistance, please contact the CTO.

### Sector Specialties

Gender analysis

### Services Provided

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Knox, Mary  
**Act Mgr:** Knox, Mary  
**Office:** WID  
**Phone:** 202-712-0978  
**E-mail:** mknox@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-wid/index.html>

### Prime Implementer(s)

**Implementer:** DevTech Systems, Inc.  
**Award #:** GEW-I-01-02-00019  
**Contact:** Virginia Lambert  
**Phone:** 703-778-2650  
**E-mail:** vlambert@devtechsys.com  
**Website:** [http://www.devtechsys.com/Services/Gender\\_Integration/gender\\_integration.html](http://www.devtechsys.com/Services/Gender_Integration/gender_integration.html)  
**Subcontractor:** Pact  
**Subcontractor:** L.T. Associates  
**Subcontractor:** Cultural Practice  
**Subcontractor:** IBM Corporation

## Investing in Women in Development Fellows Program (IWID)

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$5,930,000  
**End Date:** 9/27/2009

### Purpose

Build a pool of technical experts with extensive training in gender analysis and women in development issues, and increase the number of technical experts with gender expertise who will participate in the design, implementation, and evaluation of USAID programs. Missions can use this mechanism to sponsor fellows for one-year (extendable) tours to help integrate gender concerns into the Mission's portfolio.

### Sector Specialties

Gender analysis

### Services Provided

Technical assistance, long-term (including institution building, implementation)

### AID/W

**CTO:** Lijewski, Ed  
**Act Mgr:** Lijewski, Ed  
**Office:** WID  
**Phone:** 202-712-1088  
**E-mail:** elijewski@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-wid/index.html>

### Prime Implementer(s)

**Implementer:** IIE Institute of International Education  
**Award #:** LAG-A-00-99-00044  
**Contact:** Usha Balakrishnan  
**Phone:** 202-326-7855  
**E-mail:** ubalakrishnan@iie.org  
**Website:** [www.iwid.org](http://www.iwid.org)

# Property Rights and Natural Resource Management Lessons Learned T. O.

**Instrument Type:** Indefinite Quantity Contract Task Order (IQC TO)  
**Authorized Ceiling:** \$4,659,000  
**End Date:** 7/31/2007

## Purpose

This mechanism will (1) transfer lessons learned under the Task Order, "Awareness Framework: Property Rights and Natural Resource Management" to USAID management, Missions, and partners; (2) develop and host courses on land tenure and property rights issues (including best methodologies and sequence of reform steps) for staff in USAID's Missions and in Washington; (3) conduct studies on land tenure and property rights to inform policy decisions; and (4) provide technical assistance to facilitate policy and legal reform of property rights, land law and tenure, privatization, titling, and registration of land-based conflict management.

To learn how to access this mechanism, please contact the CTO.

## Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Biodiversity conservation; Forest resources; Non-forest land resources; Rural development; Tourism; Community-based governance; Conflict / vulnerability; Gender analysis; Local government; Poverty reduction; Urban programs; Business development services; Economic literacy; Local economic development; Enterprise development; Legal reform; Privatization; Property rights; Public and municipal finance; Housing

## Services Provided

Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

## AID/W

**CTO:** Myers, Gregory  
**Act Mgr:** Myers, Gregory  
**Office:** NRM  
**Phone:** 202-712-4149  
**E-mail:** gmyers@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-nrm/index.html>

## Prime Implementer(s)

**Implementer:** ARD Inc.  
**Award #:** PCE-I-00-99-00001-00  
**Contact:** Peter Hetz  
**Phone:** 802-658-3890  
**E-mail:** phetz@ardinc.com  
**Website:** <http://www.ardinc.com>  
**Subcontractor:** RDI

**Implementer:** ARD Inc.  
**Award #:** PCE-I-13-99-00001-00  
**Contact:**  
**Phone:**

E-mail:  
Website:

**Implementer:** ARD Inc.  
Award #: EPP-O-00-05-00015-00  
Contact:  
Phone:  
E-mail:  
Website:

## **SAGA (Strategies and Analysis for Growth and Access) - PR Office**

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$5,900,000  
**End Date:** 9/30/2007

### **Purpose**

SAGA provides research, institutional-capacity building, and policy guidance on poverty / poverty reduction issues in Africa. Research programs focus on (1) schooling, education and human capital, (2) health and nutrition, (3) risk, vulnerability and poverty dynamics, and (4) empowerment and institutions. Capacity-building efforts are targeted towards African economic research institutions but has also included training for participants outside these institutions, including host government officials. The policy component helps ensure that program-related research informs the policy process in African countries and in USAID.

### **Sector Specialties**

Agriculture production/productivity; Livestock/dairy; Rural development; Health; Poverty reduction; Social protection / safety net; Labor markets; Property rights; Basic education (primary, secondary & adult literacy); Higher education; Training; Workforce development; Youth programs / employment

### **Services Provided**

Institutional development; Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Risk management; Technical assistance, long-term (including institution building, implementation)

### **AID/W**

**CTO:** Sillers, Don  
**Act Mgr:** Penh, Borany  
**Office:** PR  
**Phone:** 202-712-0968  
**E-mail:** bpenh@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

### **Prime Implementer(s)**

**Implementer:** Cornell University  
**Award #:** EEM-G-00-04-00003  
**Contact:** David E. Sahn  
**Phone:** 607/255-8093  
**E-mail:** david.sahn@cornell.edu  
**Website:** [www.saga.cornell.edu](http://www.saga.cornell.edu)  
**Subcontractor:** Clark Atlanta University

## SUM II (Sustainable Urban Management II) IQC

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$300,000,000  
**End Date:** 9/30/2010

### Purpose

SUM II provides field-driven short, medium, and long-term advisory and technical assistance services to Missions and bureaus in four functional areas: 1) expanded and equitable delivery of urban services; 2) more effective, responsive, and accountable local governance; 3) urban environmental management; and 4) improved finance and credit systems. Examples of Mission use of SUM II: Jamaica, Indonesia and Haiti (disaster recovery); Morocco (urban infrastructure upgrading); Ukraine (municipal budget reform); and Mozambique (multi-city local governance programs and urban planning).

### Sector Specialties

Clean technologies; Drinking water; Global climate change; Tourism; Anti-corruption; Community-based governance; Conflict / vulnerability; Gender analysis; Local government; Poverty reduction; Social protection / safety net; Urban programs; Development Credit Authority; Local economic development; Enterprise development; Microenterprise development; Property rights; Public and municipal finance; Urban housing and infrastructure finance; Workforce development; Youth programs / employment; Clean energy; Energy access; Energy governance / policy / regulation; Household energy; Information & communication technology; Telecommunications infrastructure; Transportation; Wastewater treatment; Water and sanitation; Housing

### Services Provided

DCA credit guarantees; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Thornton, Edgar  
**Act Mgr:** Thornton, Edgar  
**Office:** PR  
**Phone:** 202-712-5867  
**E-mail:** [ethornton@usaid.gov](mailto:ethornton@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

### Prime Implementer(s)

**Implementer:** Urban Institute  
**Award #:** EPP-I-00-04-00037  
**Contact:** Sally Merrill  
**Phone:** 202-261-5396  
**E-mail:** [smerrill@ui.urban.org](mailto:smerrill@ui.urban.org)  
**Website:** [www.urban.org](http://www.urban.org)

**Implementer:** RTI International  
**Award #:** EPP-I-00-04-00037  
**Contact:** Claire Rodriques

Phone: 919-541-5996  
E-mail: [claire@rti.org](mailto:claire@rti.org)  
Website: [www.rti.org](http://www.rti.org)

**Implementer:** PADCO Planning and Development Collaborative International  
Award #: EPP-I-00-04-00026  
Contact: Mark Brown  
Phone: 202-337-2326  
E-mail: [mbrown@padcoinc.com](mailto:mbrown@padcoinc.com)  
Website: [www.padcoinc.com](http://www.padcoinc.com)

**Implementer:** Mendez England & Associates  
Award #: EPP-I-00-04-00030  
Contact: Hugh Belton  
Phone: 301-652-4334  
E-mail: [hbelton@engl.com](mailto:hbelton@engl.com)  
Website: [www.mendezengland.com](http://www.mendezengland.com)

**Implementer:** Louis Berger Group, Inc.  
Award #: EPP-I-00-04-00027  
Contact: Renata Frenzen  
Phone: 202-331-7775  
E-mail: [rfrenzen@louisberger.com](mailto:rfrenzen@louisberger.com)  
Website: [www.louisberger.com](http://www.louisberger.com)

**Implementer:** ARD Inc.  
Award #: EPP-I-00-04-00035  
Contact: Minnie Cruz  
Phone: 802-658-3890  
E-mail: [mcruz@ardinc.com](mailto:mcruz@ardinc.com)  
Website: [www.ardinc.com](http://www.ardinc.com)

## Support for Pro-Poor Development of Cities

**Instrument Type:** Indefinite Quantity Contract Task Order (IQC TO)  
**Authorized Ceiling:** \$250,000  
**End Date:** 8/30/2007

### Purpose

This activity helps Missions, at no charge, leverage resources for pro-poor city development by assisting in the preparation of Cities Alliance applications. To be eligible for this assistance, there must be local partner commitment and a sense of how the grant will be used for city development strategies, slum upgrading, urban poverty reduction, sustainable financing, or community water and sanitation. The Cities Alliance application preparation assistance is being provided at no charge to Missions. However, Missions are encouraged to support the program once the Cities Alliance grant has been awarded. For example, if a USAID/Rwanda is interested in sponsoring an application by Kigali for a grant from Cities Alliance, the Mission can request assistance from the consultant to help develop the application.

### Sector Specialties

Local government; Poverty reduction; Urban programs; Public and municipal finance; Urban housing and infrastructure finance; Energy access; Wastewater treatment; Water and sanitation; Housing

### Services Provided

Partnerships, networking (U.S./regional/third country); Technical assistance, short-term (including volunteers, capacity building)

### AID/W

**CTO:** Selvendran, Sashi  
**Act Mgr:** Selvendran, Sashi  
**Office:** PR  
**Phone:** 202-712-0642  
**E-mail:** sselvendran@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

### Prime Implementer(s)

**Implementer:** Mendez England & Associates  
**Award #:** EPP-I-00-04-00030-00  
**Contact:** Bill Morgan  
**Phone:** 301-652-4334;  
**E-mail:** wmorgan@engl.com  
**Website:** [www.mendezengland.com](http://www.mendezengland.com)



# CHAPTER 3

## Economic Growth



## **In Focus: Private Sector Support for Trade Facilitation**

### **- A Facilitating Streamlined Trade (FASTrade) Activity -**

Public-private partnerships are identifying reforms and assistance needs in Central America as part of the Central American Free Trade Agreement (CAFTA). The Latin American Association of Express Companies (CLADEC), for example, working through a CAFTA committee, provided technical support and an industry perspective to the Government of Guatemala in putting an express shipment regime into practice. As a result, Guatemala implemented reforms that are yielding positive results:

- Guatemala's express customs and general air cargo facility now operates 24 hours a day and clearance takes 6 hours per entry instead of days
- Customs clearance may occur by submission of a single, electronic manifest, since changes were made in April 2005
- All shipments under \$1,000 of value are cleared on a consolidated declaration
- Valuation of shipments complies with the WTO Agreement on Customs Valuation

USAID has helped establish public/private partnerships committees in Central America on a regional and national basis. Committees such as the one in Guatemala identify concrete reforms and assistance needs, improve communication, and facilitate public-private sector cooperation in reforming customs procedures and systems.

This activity and others like it support customs reform and trade facilitation through the EGAT's FASTrade project. The project works with missions and a range of developing country stakeholders to streamline cargo clearance procedures, meet new security requirements, build and strengthen trade-related institutions, and reduce transaction costs at international borders.

Office: Economic Growth

Mechanism: SEGIR: GBTI I: Facilitating Streamlined Trade (FASTrade) Project TO

CTO: Patterson Brown

Activity Manager: Patterson Brown

## **AMAP: Knowledge Management & Communications**

### ***Knowledge Management in Microenterprise Development***

The Microenterprise Development (MD) office has an interactive website ([www.microlinks.org](http://www.microlinks.org)) and a contract (AMAP) that provides services related to microenterprise development cross-program knowledge sharing and communications.

The microlinks website has three central functions:

it facilitates knowledge exchange among mission and USAID/Washington staff, practitioners, and donors through such features as a monthly Speaker's Corner e-conference, a virtual hotline reference desk staffed by experts in microenterprise, and topical and operational communities of practice;

it functions as a repository of hundreds of documents relating to more than a decade of USAID-supported microenterprise activities; and

it disseminates information about USAID microenterprise support, and MD office microenterprise support mechanisms such as AMAP, the FIELD-Support Leader With Associates (LWA), the implementation grant program, and the PRIME mission matching grants program.

In addition, a bi-weekly e-newsletter on microenterprise is produced and distributed to more than 4,000 subscribers; and other communications materials on micro and small enterprise development and good practices are developed and shared widely.

Missions are invited to contribute content about their own activities and learning in microenterprise development through any of these vehicles, and to attend a three-day Learning Conference on *Microenterprise Development in a Globalizing World* to be held June 14-16, 2006 in Washington, DC.

For more information, please contact Stacey Young at [styoung@usaid.gov](mailto:styoung@usaid.gov).



### Patterson Brown, International Trade Specialist

Patterson Brown is responsible for trade facilitation and investment activities, the FASTrade task order, and the ANE region for the trade team in the Office of Economic Growth. He has worked on bilateral, regional, and multilateral trade negotiations in Ecuador, Thailand, and Geneva, and on implementing and designing customs related reforms in Yemen, Nepal, Guatemala, and Zambia. Before coming to USAID, Mr. Brown worked for the Department of Commerce for five years counseling U.S. firms on how to navigate and comply with foreign customs regulations and counseled the U.S. energy industry on international investment issues. Mr. Brown holds a master's in International Trade and Investment Policy, and a bachelor's in International Relations. He speaks Italian.

*Patterson Brown can be reached at 202-712-5626 or [pbrown@usaid.gov](mailto:pbrown@usaid.gov).*



### Rob Schneider, Urban Development Officer

Rob Schneider focuses on housing, local economic development, and municipal finance activities, with emphasis on private sector and non-traditional partners. Mr. Schneider has experience working on projects in East Africa and Bosnia-Herzegovina focused on local economic development and public-private partnerships. He also worked in the private sector, where he managed telecom procurement and construction programs in, and worked as a manufacturing engineer. He holds a master's in Business Administration and a master's in Urban Planning.

*Rob Schneider can be reached at 202-712-1763 or [roschneider@usaid.gov](mailto:roschneider@usaid.gov).*



### Stephen C. Silcox, Senior Enterprise Development Officer

Stephen Silcox technical expertise includes private sector development, SME and microenterprise development programs, business services development, market research, sub sector/value chain research, regional planning, community economic development, training, institutional development, program monitoring and evaluation. Currently he manages the Volunteers in Economic Growth Alliance (VEGA) program in the Office of Economic Growth. Mr. Silcox has extensive experience in strategy formulation, project design and implementation, and evaluation of enterprise development and other projects. He has also led market research for private sector companies, conducted training programs, and designed and implemented project monitoring and evaluation systems. Prior to joining

USAID, Mr. Silcox worked for a series of consulting firms, NGOs and donor agencies including World Bank, United Nations and the Peace Corps. His experience includes resident positions in Ukraine, Georgia, Egypt, Jordan, Belgium and Guyana. Mr. Silcox has a master's in International Management and a bachelor's of Political Science. He speaks French and conversational Arabic.

*Steve Silcox can be reached at 202-712-1885 or [ssilcox@usaid.gov](mailto:ssilcox@usaid.gov).*

## Alphabetical Listing of Mechanisms for Economic Growth

AMAP (Accelerated Microenterprise Advancement Program) IQC  
CityLinks Program  
Federal Trade Commission IAA  
FIELD-Support Program LWA  
Financial Services Volunteer Corps (FSVC)  
Global Real Estate Market Development Program (IRPF)  
International Housing Coalition GDA  
International Youth Foundation - GDA  
Lions Club International - GDA  
PED: People, Energy, & Governance T. O.  
SAGA (Strategies and Analyses for Growth and Access) - EG Office  
SEGIR CLIR II (Commercial Legal and Institutional Reform) IQCs  
SEGIR FS II (Financial Sector) Blanket Purchase Agreements (BPAs)  
SEGIR GBTI I: The Seldon Project for Global Trade Law Assessment and Assistance  
SEGIR MacroEcon II: Macroeconomic IQCs  
SEGIR Privatization II IQCs  
U.S. Customs and Border Protection  
U.S. Securities and Exchange Commission (USSEC IAA)  
Volunteers for Economic Growth Alliance (VEGA)

# AMAP (Accelerated Microenterprise Advancement Program) IQC

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$180,000,000  
**End Date:** 9/28/2006

## Purpose

AMAP seeks to increase the quality and impact of Mission micro and small enterprise programming through use of best practices, improved information sharing, and the development of more productive approaches. It advances best practices used by Missions through the provision of technical assistance, program implementation, and program evaluation. Its goal is to develop highly efficient mechanisms for disseminating current learning and experiences and to increase USAID's capacity to capitalize on field experience.

## Sector Specialties

Agribusiness, markets & trade; Rural development; Poverty reduction; Business development services; Local economic development; Enterprise development; Financial markets; Legal reform; Microenterprise development; Youth programs / employment

## Services Provided

Grants management; Knowledge management; Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building)

## AID/W

**CTO:** Kleinberg, Scott  
**Act Mgr:** Kleinberg, Scott  
**Office:** PR  
**Phone:** 202-712-5351  
**E-mail:** skleinberg@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

## Prime Implementer(s)

**Implementer:** Weidemann Associates, Inc.  
**Award #:** GEG-I-00-02-00024  
**Contact:** Wesley Weidemann  
**Phone:** 703-522-3075  
**E-mail:** [wweidemannassoc.com](mailto:wweidemannassoc.com)  
**Website:** [www.weidemann.org](http://www.weidemann.org)  
**Subcontractor:** PACT, Action for Enterprise, Institute for Social and Economic Development

**Implementer:** DAI Development Alternatives, Inc.  
**Award #:** GEG-I-00-02-00011  
**Contact:** Zan Northrip  
**Phone:** 301-718-8699  
**E-mail:** [zan\\_northrip@dai.com](mailto:zan_northrip@dai.com)  
**Website:** [www.dai.com](http://www.dai.com)  
**Subcontractor:** ACCION, ACT, FINTRAC, IMCC, Ohio State, JE Austin, SEEP

**Implementer:** Development Alternatives  
**Award #:** GEG-I-01-02-00011  
**Contact:**

Phone:  
E-mail:  
Website:

**Implementer:** ACDI/VOCA  
Award #: GEG-I-02-02-00016-00  
Contact:  
Phone:  
E-mail:  
Website:

**Implementer:** DAI Development Alternatives, Inc.  
Award #: GEG-I-00-02-00014  
Contact: Zan Northrip  
Phone: 301-718-8699  
E-mail: zan\_northrip@dai.com  
Website: www.dai.com  
Subcontractor: ACCION, ACT, FINTRACK, IMCC, JE Austin, Ohio State, SEEP, Urban Institute

**Implementer:** ACDI/VOCA  
Award #: GEG-I-00-02-00016  
Contact: Olaf Kula  
Phone: 202 879 0213  
E-mail: okhula@acdivoca.org  
Website: www.acdivoca.org  
Subcontractor: Duggleby Ass, PriceWaterHouse Coopers, Carana, AGSBOI

**Implementer:** IRIS Center at University of Maryland  
Award #: GEG-I-00-02-00029  
Contact: Thierry van Bastelaer  
Phone: 301 405 3344  
E-mail: thierry@iris.econ.umd.edu  
Website: www.iris.umd.edu  
Subcontractor: Bankworld, Chemonics, Coverdale, IDP, Nathan, Shorebank Advisors

**Implementer:** MSI Management Systems International, Inc.  
Award #: GEG-I-00-02-00028  
Contact: Russ Webster  
Phone: 202 484 7170, Ext. 125  
E-mail: rwebster@msi-inc.com  
Website: www.msiworldwide.com  
Subcontractor: ACDI/VOCA, Carana, ERG, ISED, JE Austin and Associates

**Implementer:** DAI Development Alternatives, Inc.  
Award #: GEG-I-00-02-00027  
Contact: Joan Parker  
Phone: 301 718 8296  
E-mail: joan\_parker@dai.com  
Website: www.dai.com  
Subcontractor: ACCION, ACT, FINTRACK, IMCC, JE Austin, Ohio State, SEEP, Urban Institute

**Implementer:** Chemonics International Inc.  
Award #: GEG-I-00-02-00013  
Contact: Sherry Sposeep  
Phone: (202) 955-5599  
E-mail: ssposeep@chemonics.com  
Website: www.chemonics.com  
Subcontractor: ARC, Brigham Young, ECI, Enterprise Solutions, Bankworld, IDP, Shorebank

**Implementer:** Louis Berger Group, Inc.  
Award #: GEG-I-00-02-00015



Contact: Charlie Bell  
Phone: 202 331 7775  
E-mail: cbell@louisberger.com  
Website: www.louisberger.com  
Subcontractor: Dev. Tech, Amex Intl., Harvard, AgLand, IJBDC

**Implementer:** IBM  
Award #: GEG-I-00-02-00012  
Contact: Jeff Leone  
Phone:  
E-mail:  
Website:  
Subcontractor: CHP, Sibley, Enterprises Resources Group, Gravitas, IESC, ISED, Opportunity International,

**Implementer:** QED The QED Group, LLC  
Award #: GEG-I-00-02-00024  
Contact: Jeff Singer  
Phone: 202-521-1954  
E-mail: jsinger@qedgroupllc.com  
Website: www.qedgroupllc.com  
Subcontractor: International Resources Group

## CityLinks Program

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$999,000  
**End Date:** 9/30/2008

### Purpose

A Leader with Associates Award (LWA) implemented by the International City/County Management Association (ICMA), CityLinks supports peer-to-peer learning and partnerships to build the capacity of local governments in city management and planning, local economic development, solid waste management, and other key services. The program facilitates technical partnerships between U.S. cities and associations with their counterparts in developing and transition countries. Increasingly though, Citylinks is drawing on broader networks of local governments and their associations in developing countries and providing longer-term resident technical assistance to enhance results in participating countries. For example, in Afghanistan, CityLinks is helping the City of Kabul enhance efforts to maintain infrastructure, such as streets, sidewalks, drainage facilities, and parks and provide environmental services such as trash collection and sewer maintenance.

### Sector Specialties

Anti-corruption; Conflict / vulnerability; Local government; Poverty reduction; Urban programs; Business development services; Corporate governance; Local economic development; Enterprise development; Public and municipal finance; Trade capacity building; Urban housing and infrastructure finance; Workforce development; Water and sanitation

### Services Provided

Knowledge management; Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Tulodo, Jessica  
**Act Mgr:** Tulodo, Jessica  
**Office:** PR  
**Phone:** (202) 712-5624  
**E-mail:** jtulodo@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

### Prime Implementer(s)

**Implementer:** ICMA  
**Award #:** GEW-A-00-03-00002  
**Contact:** John Bormet  
**Phone:** (202) 962-3508  
**E-mail:** jbormet@icma.org  
**Website:** [www.icma.org](http://www.icma.org)

## Federal Trade Commission IAA

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$675,000  
**End Date:** 6/30/2009

### Purpose

Assist countries to improve commercial legal regimes on competition policy and consumer protection by providing assistance from Federal Trade Commission experts.

Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Commercial law; Legal reform; Trade capacity building

### Services Provided

Institutional development; Needs assessments, project design (including drafting scopes of work); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Klissas, Nick  
**Act Mgr:** Klissas, Nick  
**Office:** EG  
**Phone:** 202-712-0115  
**E-mail:** [nklissas@usaid.gov](mailto:nklissas@usaid.gov)  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Federal Trade Commission  
**Award #:** AEG-T-00-04-00006-00  
**Contact:** James Hamill  
**Phone:** 202-326-2107  
**E-mail:** [jhamill@ftc.gov](mailto:jhamill@ftc.gov)  
**Website:** NA

## FIELD-Support Program LWA

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$350,000,000  
**End Date:** 9/30/2010

### Purpose

The FIELD-Support Program increases assets and strengthens economic coping strategies of poor households using market-based approaches that add to overall economic growth. This Leader with Associates award offers a broad spectrum of capabilities and competencies in microenterprise development to meet the needs of USAID Missions and operating units, whether they be focused on reducing poverty of survivalist households, promoting knowledge sharing and management, or integrating small firms and farmers into global value chains. By promoting activities that improve access of the poor to economic opportunity, the FIELD-Support Program fosters economic growth and poverty reduction.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Non-forest land resources; Rural development; Anti-trafficking; Conflict / vulnerability; Gender analysis; Local government; Poverty reduction; Urban programs; Banking; Business development services; Development Credit Authority; Enterprise development; Financial markets; Legal reform; Microenterprise development; Property rights; Urban housing and infrastructure finance; Youth programs / employment

### Services Provided

DCA credit guarantees; Grants management; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Dennis, Yvette  
**Act Mgr:** Jansen, Anicca  
**Office:** PR  
**Phone:** 202-712-4667  
**E-mail:** [ajansen@usaid.gov](mailto:ajansen@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

### Prime Implementer(s)

**Implementer:** Academy for Educational Development (AED)  
**Award #:** EEM-A-00-06-00001-00  
**Contact:** Paul Bundick  
**Phone:** NA  
**E-mail:** [pbundick@aed.org](mailto:pbundick@aed.org)  
**Website:** [www.aed.org](http://www.aed.org)

## Financial Services Volunteer Corps (FSVC)

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$33,038,000  
**End Date:** 9/30/2007

### Purpose

Strengthen financial sector functions including the following: payments systems; financial intermediation; bank supervision; pension systems and regulation; insurance systems and regulation; capital markets and regulation; monetary policy; commercial banking; and other related areas.

### Sector Specialties

Anti-corruption; Banking; Commercial law; Corporate governance; Financial markets; Legal reform; Property rights; Pension reform; Public and municipal finance; Urban housing and infrastructure finance

### Services Provided

Institutional development; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Risk management; Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country); No-cost Resources

### AID/W

**CTO:** Carihfield, John  
**Act Mgr:** Carihfield, John  
**Office:** EG  
**Phone:** 202-712-1288  
**E-mail:** [jcarhfield@usaid.gov](mailto:jcarhfield@usaid.gov)  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** Financial Services Volunteer Corps  
**Award #:** PCE-A-00-99-00034-00  
**Contact:** Sal Pappalardo  
**Phone:** 212-771-1416  
**E-mail:** [spappalardo@fsvc.org](mailto:spappalardo@fsvc.org)  
**Website:** [www.fsvc.org](http://www.fsvc.org)

# Global Real Estate Market Development Program (IRPF)

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$3,000,000  
**End Date:** 9/29/2007

## Purpose

Develop and/or reform the real estate sector to contribute to broader economic impact and improve professionalism in the real estate industry.

## Sector Specialties

Local economic development; Financial markets; Legal reform; Property rights; Urban housing and infrastructure finance; Workforce development; Housing

## Services Provided

Institutional development; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country); No-cost Resources

## AID/W

**CTO:** Lee, Yoon  
**Act Mgr:** Barltrop, Chris  
**Office:** EG  
**Phone:** 202-712-5413  
**E-mail:** cbarltrop@usaid.gov  
**Web site:** <http://inside.usaid.gov/eg/index.html>

## Prime Implementer(s)

**Implementer:** International Real Property Foundation  
**Award #:** EEM-A-00-04-00008  
**Contact:** Sylvia Luchini  
**Phone:** 312-329-8696  
**E-mail:** sluchini@realtors.org  
**Website:** [www.irpf.org](http://www.irpf.org)

## International Housing Coalition GDA

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$5,000,000  
**End Date:** 9/30/2010

### Purpose

One major opportunity to improve conditions for the urban poor is by providing them the means to purchase decent, affordable housing. The IHC advocates raising the profile of sub-standard housing issues among bi-laterals, multi-laterals, NGOs, and governmental bodies. It mobilizes the private sector through the concerted activities of the Founding Sponsors and their extensive network of organizations around the world. An alliance of private sector, public sector, and non-governmental organizations, the IHC was co-founded by the National Association of Realtors, the Canadian Real Estate Association, and Habitat for Humanity International.

### Sector Specialties

Clean technologies; Forest resources; Non-forest land resources; Poverty reduction; Urban programs; Banking; Local economic development; Enterprise development; Legal reform; Property rights; Public and municipal finance; Urban housing and infrastructure finance; Household energy; Water and sanitation; Housing

### Services Provided

Institutional development; Knowledge management; Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building)

### AID/W

**CTO:** Schneider, Robert  
**Act Mgr:** Schneider, Robert  
**Office:** PR  
**Phone:** 202-712-1763  
**E-mail:** roschneider@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

### Prime Implementer(s)

**Implementer:** Habitat for Humanity International, Inc  
**Award #:** EPP-A-00-05-00011-00  
**Contact:** Jane Katz  
**Phone:** (202) 628-9171  
**E-mail:** [jkatz@hfhi.org](mailto:jkatz@hfhi.org)  
**Website:** [www.hfhi.org](http://www.hfhi.org)  
**Subcontractor:** National Association of Realtors  
**Subcontractor:** Canadian Real Estate Association

## International Youth Foundation - GDA

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$3,909,000  
**End Date:** 9/30/2008

### Purpose

The IYF GDA provides training in information technology and employability skills for vulnerable urban youth, ages 16 to 29 years. Through the summer of 2005, over 23,000 youths have received this training in one of the programs in 20 Latin American/Caribbean and African countries. The placement rate of graduates of the program, at 56%, is particularly high due to agreements with private sector partners to hire graduates of the programs, and the continuing value they receive from their new employees. This program has leveraged over \$27 million in investment in urban youth training and workforce development activities. Partnerships have been forged between USAID Missions and Washington offices, NGOs, the private sector, governments, and community groups. Missions such as Nicaragua, Colombia, Brazil, South Africa, and Rwanda have either bought into the mechanism or linked programs to expected results of this GDA. Partners include: USAID, Inter-American Development Bank, Nokia, MicroSoft, Merrill Lynch, Gap, Nike, Lucent Technologies, Chevron, Shell, and the Cleveland Foundation.

### Sector Specialties

Tourism; Community-based governance; Gender analysis; Local government; Poverty reduction; Social protection / safety net; Urban programs; Local economic development; Enterprise development; Microenterprise development; Public and municipal finance; Workforce development; Youth programs / employment; Information & communication technology

### Services Provided

Communications & behavior change; Knowledge management; Partnerships, networking (U.S./regional/third country); Technical assistance, long-term (including institution building, implementation); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Thornton, Edgar  
**Act Mgr:** Thornton, Edgar  
**Office:** PR  
**Phone:** 202-712-5867  
**E-mail:** [ethornton@usaid.gov](mailto:ethornton@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

### Prime Implementer(s)

**Implementer:** International Youth Foundation  
**Award #:** EDG-G00-02-00018  
**Contact:** Eliana Vera  
**Phone:** 410-951-1500  
**E-mail:** [evera@iyfnet.org](mailto:evera@iyfnet.org)  
**Website:** [www.iyfnet.org](http://www.iyfnet.org)



## Lions Club International - GDA

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$450,000  
**End Date:** 9/30/2008

### Purpose

This GDA provides training in information technology and employability skills for vulnerable urban youth, ages 16 to 29 years, working with NGOs and local governments to institutionalize programs that also include a self-employment option. Over 17,500 youths have participated in the training programs in Brazil, South Africa, Sri Lanka, Thailand, India, Malawi, and Rwanda, with job placement success rates reaching 80 percent. With support from PR/UP and DCOF, LCIF has offered sub-grants to Local Lions Clubs' efforts on urban youth employment with specific focus on supporting projects targeted at helping: increase employment opportunities for youth with disabilities in the developing world, youth affected by conflict, orphans with HIV/AIDS, and street children. In past year, 26 applications were received but only those from 11 countries are being considered. These include: Cambodia, Ethiopia, Kenya, Lebanon, Morocco, Russia, Nigeria, Slovenia, Sri Lanka, Turkey, and Uganda.

### Sector Specialties

Tourism; Poverty reduction; Social protection / safety net; Urban programs; Local economic development; Workforce development; Youth programs / employment; Information & communication technology

### Services Provided

Institutional development; Knowledge management; Partnerships, networking (U.S./regional/third country); Training, in-country (including training of trainers)

### AID/W

**CTO:** Thornton, Edgar  
**Act Mgr:** Thornton, Edgar  
**Office:** PR  
**Phone:** 202-712-5867  
**E-mail:** [ethornton@usaid.gov](mailto:ethornton@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-pr/index.html>

### Prime Implementer(s)

**Implementer:** Lions Club International  
**Award #:** GEW-A-00-2-00010-00  
**Contact:** Jennifer Sydney  
**Phone:** 630-571-5466  
**E-mail:** [Jennifer.Sydney@lionsclubs.org](mailto:Jennifer.Sydney@lionsclubs.org)  
**Website:** [www.lionclubs.org](http://www.lionclubs.org)

## PED: People, Energy, & Governance T. O.

**Instrument Type:** Indefinite Quantity Contract Task Order (IQC TO)  
**Authorized Ceiling:** \$3,000,000  
**End Date:** 9/29/2009

### Purpose

The purpose of the PED Task Order is to enhance good governance of the energy sector by educating, building analytic and organizational capacity, and facilitating meaningful interaction of energy stakeholders, including government agencies, utility entities, regulatory agencies as well as promoting public participation. This Task Order will be available for a period of four years to offer Missions and other USAID Offices the ability to tap into a highly qualified pool of experts to address a range of governance issues with an emphasis on public oversight. In addition, the Energy Team is now testing and refining a number of program models that could be used to significantly enhance Mission programs in these areas

### Sector Specialties

Anti-corruption; Community-based governance; Conflict / vulnerability; Urban programs; Corporate governance; Privatization; Training; Energy access; Energy efficiency; Energy governance / policy / regulation; Household energy

### Services Provided

Communications & behavior change; Institutional development; Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Wood, Davida  
**Act Mgr:** Wood, Davida  
**Office:** I&E  
**Phone:** 202-712-0594  
**E-mail:** dwood@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** IIE Institute of International Education  
**Award #:** DOT-I-02-04-0003-00  
**Contact:** Masood Malik  
**Phone:** (202) 326-7808  
**E-mail:** mmalik@iie.org  
**Website:** NA  
**Subcontractor:** Development Alternatives, Inc.  
**Subcontractor:** The Perspectives Group  
**Subcontractor:** World Resources Institute

## **SAGA (Strategies and Analyses for Growth and Access) - EG Office**

**Instrument Type:** Grant  
**Authorized Ceiling:** \$5,490,000  
**End Date:** 9/30/2006

### **Purpose**

Strengthen African trade analysts' capacity to understand WTO negotiations and to inform relevant trade negotiators of these agreements. Missions that are interested in having their countries participate (particularly in West Africa) should contact the Activity Manager.

### **Sector Specialties**

Trade capacity building

### **Services Provided**

Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, short-term (including volunteers, capacity building)

### **AID/W**

**CTO:** Lee, Yoon  
**Act Mgr:** Aggarwal, Rita  
**Office:** EG  
**Phone:** 202-712-1314  
**E-mail:** raggarwal@usaid.gov  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### **Prime Implementer(s)**

**Implementer:** African Economic Research Consortium  
**Award #:** HFM-G-00-01-00133-00  
**Contact:** Dominique Njinkeu  
**Phone:** 1416-946-5796  
**E-mail:** dominique.njinkeu@ileapinitiative.com  
**Website:** [www.ileapinitiative.com](http://www.ileapinitiative.com)

## SEGIR CLIR II (Commercial Legal and Institutional Reform) IQCs

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$2,400,000,000  
**End Date:** 9/29/2009

### Purpose

Provide commercial, legal and institutional reform services in areas such as: commercial codes, contract law, cross-cutting initiatives that cannot be pinned to a specific category (e.g., information technology and e-commerce), business entry and exit reforms (company law and bankruptcy), accounting rules, and corporate governance.

### Sector Specialties

Commercial law; Legal reform; Microenterprise development; Property rights; Trade capacity building

### Services Provided

Grants management; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Klissas, Nick  
**Act Mgr:** Klissas, Nick  
**Office:** EG  
**Phone:** 202-712-0115  
**E-mail:** nklissas@usaid.gov  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** Booz Allen Hamilton Inc.  
**Award #:** AFP-I-00-04-00005-00  
**Contact:** Carolyn King  
**Phone:** (703) 984-0461  
**E-mail:** king\_carolyn@bah.com  
**Website:** [www.bah.com](http://www.bah.com)  
**Subcontractor:** Crimson Capital Corporation  
**Subcontractor:** Emerging Markets Group (formerly Deloitte Touche)  
**Subcontractor:** Development Associates  
**Subcontractor:** International Programs Consortium  
**Subcontractor:** Lark Horton Global Consulting  
**Subcontractor:** Mendez England Associates  
**Subcontractor:** National Center for State Courts  
**Subcontractor:** QED Group, LLC  
**Subcontractor:** Wiedemann Associates

**Implementer:** IRIS Center at University of Maryland  
**Award #:** AFP-I-00-04-0004-00  
**Contact:** Cindy Clement  
**Phone:** (301) 405-3257

E-mail: clement@iris.econ.umd.edu  
Website: <http://www.iris.umd.edu/>  
Subcontractor: Amex International, Inc.  
Subcontractor: The Asian Law Center at the University of Washington  
Subcontractor: CARANA Corporation  
Subcontractor: CHF, International  
Subcontractor: Crown Agents  
Subcontractor: DevTech Systems, Inc  
Subcontractor: Georgetown Law Center  
Subcontractor: International Business & Technical Consultants, Inc.  
Subcontractor: Jacobs and Associates, Inc.  
Subcontractor: The Louis Berger Group  
Subcontractor: Pierce Atwood  
Subcontractor: Policy Studies  
Subcontractor: Urban Institute

**Implementer:** East-West Management Institute, Inc.

Award #: AFP-I-00-04-0003-00

Contact: Nick Mansfield

Phone: (202) 544-9345

E-mail: nmansfield@ewmi.org

Website: <http://www.ewmi.org/EWMIsite.html>

Subcontractor: Norway Registries Development - Baltic

Subcontractor: PBN

Subcontractor: KUPS International

Subcontractor: Kalik-Lewin

Subcontractor: International Law and Development Organization

Subcontractor: American Arbitration Association

Subcontractor: Corvus Center

Subcontractor: Checchi and Company Consulting, Inc.

Subcontractor: Cameron McKenna

**Implementer:** Financial Markets International, Inc.

Award #: FFP-I-00-04-00095-00

Contact: Peter Levine

Phone: (301) 215 7840

E-mail: Plevine@fmi-inc.net

Website: <http://www.fmi-inc.net/>

Subcontractor: Creskoff & Doram LLP

Subcontractor: The Milken Institute

Subcontractor: Boston University School of Law, Program on Legislative Drafting for Democratic Social Cha

Subcontractor: The American Bar Association (Africa Council)

Subcontractor: Development Alternatives, Inc. (DAI)

Subcontractor: University of Michigan, Political Science Department

Subcontractor: The Democracy Development Institute (Federal Bar Association)

**Implementer:** Chemonics International Inc.

Award #: AFP-I-00-04-00002-00

Contact: Olin McGill

Phone: 202-955-6554

E-mail: omcgill@chemonics.com

Website: [www.chemonics.com](http://www.chemonics.com)

Subcontractor: Telecommunications Management Group (TMG)

Subcontractor: International Intellectual Property Institute (IIPI)

Subcontractor: International Center for Economic Growth (ICEG)

Subcontractor: Institute for Public-Private Partnerships (IP3)

Subcontractor: Hill and Knowlton (H&K)  
Subcontractor: Center for Good Governance (CGG)  
Subcontractor: Washington College of Law, American University (AUWLC)  
Subcontractor: National Judicial College (NJC)  
Subcontractor: The Services Group, Inc. (TSG)  
Subcontractor: National Association of Corporate Directors (NACD)  
Subcontractor: International Senior Lawyers Project (ISLP)

**Implementer:** ARD Inc.  
Award #: AFP-I-00-04-00001-00  
Contact: Bradford Johnson  
Phone: 703-807-5700  
E-mail: [bjohnson@ardinc.com](mailto:bjohnson@ardinc.com)  
Website: <http://segir-clir.ardinc.com/>  
Subcontractor: Stewart International, Inc  
Subcontractor: MetaMetrics Inc.  
Subcontractor: McConnell International  
Subcontractor: Manchester Trade, Ltd.  
Subcontractor: International Foundation for Election Systems  
Subcontractor: International Law Institute  
Subcontractor: International Judicial Academy  
Subcontractor: Integrated Technologies Group, Inc.  
Subcontractor: Georgetown University  
Subcontractor: Program on International Business and Economic Law (PIBEL)  
Subcontractor: Development and Training Services, Inc.  
Subcontractor: Center for International Private Enterprise  
Subcontractor: BearingPoint, Inc.

## SEGIR FS II (Financial Sector) Blanket Purchase Agreements (BPAs)

**Instrument Type:** Other  
**Authorized Ceiling:** \$0  
**End Date:** 12/30/2009

### Purpose

Strengthen financial sectors in developing countries by addressing all aspects of financial sector development including the following: bank and non-bank financial intermediation; bank supervision; bank restructuring; payment systems; central banking; microfinance; financial sector transparency; corporate governance; money laundering and antiterrorist financing; capital market development; and other components of financial systems. Note: Mission buy-ins to blanket purchase agreements work similarly to IQC buy-ins. Please contact CTO for further instructions.

### Sector Specialties

Banking; Commercial law; Corporate governance; Economic literacy; Financial markets; Legal reform; Property rights; Pension reform; Public and municipal finance; Urban housing and infrastructure finance

### Services Provided

Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Carihfield, John  
**Act Mgr:** Carihfield, John  
**Office:** EG  
**Phone:** 202-712-1288  
**E-mail:** [jcarhfield@usaid.gov](mailto:jcarhfield@usaid.gov)  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** Financial Markets International, Inc.  
**Award #:** GS-23F-0081P  
**Contact:** Peter M. Levine  
**Phone:** 301-215-7840  
**E-mail:** [Plevine@fmi-inc.net](mailto:Plevine@fmi-inc.net)  
**Website:** [www.fmi-inc.net](http://www.fmi-inc.net)

**Implementer:** East-West Management Institute, Inc.  
**Award #:** GS-23F-0244P  
**Contact:** Adrian Hewryk  
**Phone:** 212-843-7660  
**E-mail:** [ahewryk@ewmi.org](mailto:ahewryk@ewmi.org)  
**Website:** [www.ewmi.org](http://www.ewmi.org)

**Implementer:** IBM  
**Award #:** GS-23F-8126H  
**Contact:** Jeff Leone  
**Phone:** 202-595-9740  
**E-mail:** [jleone@us.ibm.com](mailto:jleone@us.ibm.com)

Website: NA

**Implementer:** Emerging Markets Group  
Award #: GS-23F-0168P  
Contact: Tony Sinclair  
Phone: 202-572-7070  
E-mail: [asinclair@emergingmarketsgroup.com](mailto:asinclair@emergingmarketsgroup.com)  
Website: [www.emergingmarkets.com](http://www.emergingmarkets.com)

**Implementer:** DAI Development Alternatives, Inc.  
Award #: GS-23F-0051P  
Contact: Mary Miller  
Phone: 301- 718- 8266  
E-mail: [mary\\_miller@dai.com](mailto:mary_miller@dai.com)  
Website: [www.dai.com](http://www.dai.com)

**Implementer:** Chemonics International Inc.  
Award #: GS-23F-0127P  
Contact: Anita Campion  
Phone: 202-955-4063  
E-mail: [acampion@chemonics.com](mailto:acampion@chemonics.com)  
Website: [www.fs.chemonics.com/](http://www.fs.chemonics.com/)

**Implementer:** Bankworld Inc.  
Award #: GS-23F-0071P  
Contact: Bharat Bhargava  
Phone: 703-749-5300  
E-mail: [bbhargava@bankworldinc.com](mailto:bbhargava@bankworldinc.com)  
Website: [www.bankworldinc.com/](http://www.bankworldinc.com/)



## SEGIR GBTI I: The Seldon Project for Global Trade Law Assessment and Assistance T.O.

**Instrument Type:** Indefinite Quantity Contract Task Order (IQC TO)  
**Authorized Ceiling:** \$5,522,000  
**End Date:** 8/12/2007

### Purpose

The Seldon Project provides short term services in microeconomic reform and commercial law assistance. Included within the scope is a policy prioritization assessment that can assist missions in targeting best opportunities for microeconomic and commercial law reform. The assessments provide a data-rich framework for understanding the policy and institutional implications that flow directly from the relative competitive position of an economy and society. This framework can be used to design and target trade and capacity-building initiatives to correct inefficiencies in the laws and institutions of countries. See [www.bizlawreform.com](http://www.bizlawreform.com) for sample assessments.

### Sector Specialties

Commercial law; Legal reform

### Services Provided

Institutional development; Knowledge management; Needs assessments, project design (including drafting scopes of work); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Klissas, Nick  
**Act Mgr:** Klissas, Nick  
**Office:** EG  
**Phone:** 202-712-0115  
**E-mail:** [nklissas@usaid.gov](mailto:nklissas@usaid.gov)  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** Booz Allen Hamilton Inc.  
**Award #:** PCE-I-13-98-00013-00  
**Contact:** Mark Belcher  
**Phone:** (703) 917-2385  
**E-mail:** [belcher\\_mark@bah.com](mailto:belcher_mark@bah.com)  
**Website:** [www.bizlawreform.com](http://www.bizlawreform.com)

## SEGIR MacroEcon II: Macroeconomic IQCs

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$2,400,000,000  
**End Date:** 9/15/2009

### Purpose

Provide short and long-term expertise for design and implementation of economic policy and institutional reform programs including: money and banking policy; fiscal policy; trade and exchange rate policy; national income accounting, measurement and analysis of aggregate economic data; policy-related studies; economic aspects of environmental policies; and poverty, income distribution, regional disparities, safety nets, and equity concerns as they relate to macroeconomic policy.

### Sector Specialties

Economic literacy; Legal reform; Macroeconomic development; Property rights; Public and municipal finance; Tax policy

### Services Provided

Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Elliott, Jim  
**Act Mgr:** Elliott, Jim  
**Office:** EG  
**Phone:** 202-712-0403  
**E-mail:** jelliott@usaid.gov  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** IBI International Business Initiatives  
**Award #:** GEG-I-00-04-0007-00  
**Contact:** Patrick Henry  
**Phone:** (703) 525-2240  
**E-mail:** phenry@ibicorporation.com  
**Website:** [inside.usaid.gov/eg/tech-econ/segir/econ-prime-ibi.htm](http://inside.usaid.gov/eg/tech-econ/segir/econ-prime-ibi.htm)  
**Subcontractor:** South-East Consortium for International Development (SECID)  
**Subcontractor:** International Law Institute (ILI)  
**Subcontractor:** Grant Thornton LLP (GT)  
**Subcontractor:** GVNW  
**Subcontractor:** International Management and Communications Corp (IMCC)  
**Subcontractor:** Associates for International Resources and Development (AIRD)  
**Subcontractor:** The Mitchell Group (TMG)

**Implementer:** IBM  
**Award #:** GEG-I-00-04-0006-00  
**Contact:** Constantin Abarbieritei  
**Phone:** (310) 8036762

E-mail: c.abarbieritei@us.ibm.com  
Website: inside.usaid.gov/eg/tech-econ/segir/econ-prime-ibm.htm  
Subcontractor: Economic Research Associates  
Subcontractor: Bankworld, Inc.  
Subcontractor: World Learning  
Subcontractor: William Davidson Institute, University of Michigan  
Subcontractor: Institute for International Economics  
Subcontractor: MyBiz Office  
Subcontractor: Sidley Austin Burns & Wood  
Subcontractor: The Peoples Group, Ltd.  
Subcontractor: Triumph Technologies  
Subcontractor: Washington Advisory Services Inc.  
Subcontractor: Williamson International Trade Strategies

**Implementer:** Booz Allen Hamilton Inc.  
Award #: GEG-I-00-04-0005-00  
Contact: David Cowles  
Phone: (703) 902-5469  
E-mail: cowles\_david@bah.com  
Website: inside.usaid.gov/eg/tech-econ/segir/econ-prime-bah.htm  
Subcontractor: QED Group, LLC  
Subcontractor: Financial Services Volunteer Corps (FSVC)  
Subcontractor: IMMC  
Subcontractor: Mendez England & Associates (ME&A)  
Subcontractor: Emerging Markets Group Ltd. (EMG)  
Subcontractor: Center for Strategic and International Studies (CSIS)  
Subcontractor: Academy for Educational Development (AED)  
Subcontractor: Sibley International  
Subcontractor: Sigma One Corporation  
Subcontractor: The Mercatus Center at George Mason University

**Implementer:** Bearing Point, Inc.  
Award #: GEG-I-00-04-0004-00  
Contact: Fernando Ramos  
Phone: (703) 747-6505  
E-mail: Fernando.Ramos@bearingpoint.com  
Website: inside.usaid.gov/eg/tech-econ/segir/econ-prime-bearing.htm  
Subcontractor: Development and Training Services, Inc. (DTS)  
Subcontractor: Duke Center for International Development (DCID)  
Subcontractor: ACDI/VOCA  
Subcontractor: AMEX International  
Subcontractor: Urban Institute  
Subcontractor: Global Insight  
Subcontractor: IMPAQ International  
Subcontractor: The IRIS Center  
Subcontractor: Manchester Trade  
Subcontractor: Overseas Strategic Consulting (OSC)  
Subcontractor: SRI International  
Subcontractor: The Services Group (TSG)

**Implementer:** Louis Berger Group, Inc.  
Award #: GEG-I-00-04-0003-00  
Contact: Greg Gajweski  
Phone: (202) 912-0254  
E-mail: ggajewski@louisberger.com  
Website: inside.usaid.gov/eg/tech-econ/segir/econ-prime-berger.htm

Subcontractor: International Knowledge Universal Benefit Consultants, Ltd.  
Subcontractor: Georgia State University, Andrew Young School of Policy Studies  
Subcontractor: The Aries Group, Ltd.  
Subcontractor: Renaissance Information Systems, Inc.  
Subcontractor: Oxford Economic Forecasting  
Subcontractor: International Business and Technical Consultants, Inc.  
Subcontractor: Harvard University, School of Public Health  
Subcontractor: East-West Management Institute, Inc.

**Implementer:** Nathan Associates Inc.  
**Award #:** GEG-I-00-04-0002-00  
**Contact:** Bruce Bolnick  
**Phone:** (703) 516-7801  
**E-mail:** bbolnick@nathaninc.com  
**Website:** [inside.usaid.gov/eg/tech-econ/segir/econ-prime-nathan.htm](http://inside.usaid.gov/eg/tech-econ/segir/econ-prime-nathan.htm)  
Subcontractor: ABD and Associates, Ltd.  
Subcontractor: Winrock International  
Subcontractor: RTI International  
Subcontractor: Washington International Finance Corporation (WIFC)  
Subcontractor: J.E. Austin Associates Inc.  
Subcontractor: Management Systems International (MSI)  
Subcontractor: MetaMetrics, Inc.  
Subcontractor: PA Government Services  
Subcontractor: Integration Technologies Group, Inc. (ITG)  
Subcontractor: Inter Alios  
Subcontractor: Gravitas International, LLC  
Subcontractor: Financial Markets International (FMI)  
Subcontractor: Development Associates, Inc.  
Subcontractor: Checchi and Company Consulting Inc.  
Subcontractor: Associates for International Resources and Development (AIRD)  
Subcontractor: Brandeis International Business School

**Implementer:** DAI Development Alternatives, Inc.  
**Award #:** GEG-I-00-04-0001-00  
**Contact:** Dan Rathbun  
**Phone:** (301)657-5687  
**E-mail:** Dan\_Rathbun@dai.com  
**Website:** [inside.usaid.gov/eg/tech-econ/segir/econ-prime-dai.htm](http://inside.usaid.gov/eg/tech-econ/segir/econ-prime-dai.htm)  
Subcontractor: University of Southern California School of Policy, Planning and Development  
Subcontractor: Training Resources Group (TRG)  
Subcontractor: Spectrum Media  
Subcontractor: Sandler & Travis Trade Advisory Services (STTAS)  
Subcontractor: RAND Corporation  
Subcontractor: Schwartz and Ballen LLP  
Subcontractor: DevTech Systems  
Subcontractor: M Group  
Subcontractor: Center for Global Development (CGD)  
Subcontractor: Boston Institute for Developing Economies (BIDE)

## SEGIR Privatization II IQCs

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$500,000,000  
**End Date:** 9/30/2011

### Purpose

Provide technical assistance, support, and training in areas related to privatization, private sector development, enterprise development, competition, and local institutional capacity building. Areas include: policy and institutional frameworks; competitive markets development; private provision of public services; asset transfers and restructurings; corporate governance; and regulatory capacity.

### Sector Specialties

Business development services; Commercial law; Enterprise development; Financial markets; Legal reform; Privatization; Property rights; Public and municipal finance; Energy governance/policy/regulation

### Services Provided

Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Lee, Yoon  
**Act Mgr:** Karns, Mark  
**Office:** EG  
**Phone:** 202-712-5516  
**E-mail:** mkarns@usaid.gov  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** Segura/IP3  
**Award #:** AFP-I-00-03-00035-00  
**Contact:** Jorge Segura  
**Phone:** (301) 2964344  
**E-mail:** js@segura-co.net  
**Website:** NA  
**Subcontractor:** Enterprise Resources Group  
**Subcontractor:** Keenan Institute of Private Enterprise at UNC  
**Subcontractor:** Chemonics International  
**Subcontractor:** Global Business Solutions  
**Subcontractor:** Infrastructure Management Group  
**Subcontractor:** Foundation for Enterprise Development  
**Subcontractor:** McConnell International

**Implementer:** Emerging Markets Group  
**Award #:** AFP-I-00-03-00029-00  
**Contact:** Andy Dijkorman  
**Phone:** 202-572-7000  
**E-mail:** mdijkorman@deloitte.com

Website: [www.emergingmarkets.com](http://www.emergingmarkets.com)  
Subcontractor: International Resources Group  
Subcontractor: Brown University, Thomas J. Watson Jr. Institute for International Studies  
Subcontractor: American Bar Association (ABA)  
Subcontractor: Alan Smith International  
Subcontractor: OTC Holdings Corporation  
Subcontractor: ADB & Associates

**Implementer:** CARANA Corporation  
Award #: AFP-I-00-03-00020-00  
Contact: Melissa Brinkerhoff  
Phone: (703) 243-1700  
E-mail: [mbrinkerhoff@carana.com](mailto:mbrinkerhoff@carana.com)  
Website: [www.carana.com](http://www.carana.com)  
Subcontractor: BDO Seidman  
Subcontractor: East-West Management Institute (SOROS)  
Subcontractor: Coudert Brothers  
Subcontractor: Multinational Strategies Inc. (MSI)  
Subcontractor: Hagler Bailly  
Subcontractor: The PBN Company

**Implementer:** Chemonics International Inc.  
Award #: AFP-I-00-03-00030-00  
Contact: Roberto Toso  
Phone: (202) 955-7488  
E-mail: [rtoso@chemonics.com](mailto:rtoso@chemonics.com)  
Website: [www.chemonics.com](http://www.chemonics.com)  
Subcontractor: ADB & Associates  
Subcontractor: The Recovery Group  
Subcontractor: Ogilvy Adams & Rinehart  
Subcontractor: Engineering and Consulting Corporation  
Subcontractor: Ernst & Young  
Subcontractor: Institute for Public Private Partnerships (IP3)

**Implementer:** Bearing Point, Inc.  
Award #: AFP-I-00-03-00037-00  
Contact: Richard Longstaff  
Phone: (703) 747-5821  
E-mail: [richard.longstaff@bearingpoint.com](mailto:richard.longstaff@bearingpoint.com)  
Website: [www.bearingpoint.com](http://www.bearingpoint.com)  
Subcontractor: AMEX  
Subcontractor: AED  
Subcontractor: Teleconsult  
Subcontractor: Burson Maarsteller  
Subcontractor: HIID  
Subcontractor: Parsons Power  
Subcontractor: Bracewell & Patterson

## U.S. Customs and Border Protection

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$100,000  
**End Date:** 9/30/2007

### Purpose

Assist countries in their efforts to promote efficient and effective customs administration, ensuring that customs systems do not become an unnecessary barrier to trade and growth. Offer expertise from the Department of Homeland Security's Customs and Border Protection Services.

Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Trade capacity building

### Services Provided

Training, in-country (including training of trainers)

### AID/W

**CTO:** Bohling, Brinton  
**Act Mgr:** Bohling, Brinton  
**Office:** EG  
**Phone:** 202-712-4947  
**E-mail:** [bbohling@usaid.gov](mailto:bbohling@usaid.gov)  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Border Protection Services  
**Award #:** AEG-T-00-04-00014  
**Contact:** Bylle Patterson  
**Phone:** 202-344-2216  
**E-mail:** [bylle.patterson@dhs.gov](mailto:bylle.patterson@dhs.gov)  
**Website:** NA

## U.S. Securities and Exchange Commission (USSEC IAA)

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$620,000  
**End Date:** 9/30/2008

### Purpose

Provide legal and regulatory technical assistance and training to facilitate the development of securities markets and securities regulatory functions.

Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Corporate governance; Financial markets

### Services Provided

Institutional development; Needs assessments, project design (including drafting scopes of work); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Sambunaris, Georgia  
**Act Mgr:** Sambunaris, Georgia  
**Office:** EG  
**Phone:** 202-712-0212  
**E-mail:** [gsambunaris@usaid.gov](mailto:gsambunaris@usaid.gov)  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Securities and Exchange Commission  
**Award #:** AEG-P-00-03-00002  
**Contact:** Robert M. Fisher  
**Phone:** 202-551-6690  
**E-mail:** [FisherR@sec.gov](mailto:FisherR@sec.gov)  
**Website:** [www.ussec.gov](http://www.ussec.gov)



## Volunteers for Economic Growth Alliance (VEGA)

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$300,000,000  
**End Date:** 2/11/2009

### Purpose

Consortium of seventeen NGOs that work in economic development and utilize volunteers with diverse experience in market activities in the implementation of USAID economic growth programs. Technical assistance is provided in four areas of focus: private market development, financial services, agribusiness development, and expanded opportunities for rural and urban poor.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Aquaculture/fisheries; Biotechnology; Livestock/dairy; Non-forest land resources; Rural development; Tourism; Anti-corruption; Community-based governance; Local government; Poverty reduction; Urban programs; Banking; Business development services; Commercial law; Local economic development; Enterprise development; Microenterprise development; Property rights; Public and municipal finance; Trade capacity building; Workforce development; e-Business; e-Commerce; e-Government; Information & communication technology; Telecommunications policy

### Services Provided

Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Silcox, Stephen  
**Act Mgr:** Silcox, Stephen  
**Office:** EG  
**Phone:** 202-712-1885  
**E-mail:** [ssilcox@usaid.gov](mailto:ssilcox@usaid.gov)  
**Web site:** <http://inside.usaid.gov/eg/index.html>

### Prime Implementer(s)

**Implementer:** VEGA Volunteers for Economic Growth Alliance  
**Award #:** EEM-A-00-04-00002-00  
**Contact:** E. Yates  
**Phone:** 202-628-0017  
**E-mail:** [eyates@vegaalliance.org](mailto:eyates@vegaalliance.org)  
**Website:** [www.vegaalliance.org](http://www.vegaalliance.org)  
**Subcontractor:** International Senior Lawyers Project (ISLP)  
**Subcontractor:** Coffee Corps  
**Subcontractor:** Citizens Network for Foreign Affairs (CNFA)  
**Subcontractor:** World Council of Credit Unions (WOCCU)  
**Subcontractor:** Winrock International  
**Subcontractor:** Volunteers in Tech Assistance  
**Subcontractor:** Partners of the Americas  
**Subcontractor:** Opportunities Industrialization Center International (OICI)  
**Subcontractor:** Citizens Development Corps  
**Subcontractor:** ACDI/VOCA

Subcontractor: Land O' Lakes  
Subcontractor: Financial Services Volunteer Corps  
Subcontractor: Florida Association for Voluntary Agencies for Caribbean Action (FA/CA)  
Subcontractor: International Executive Service Corps (IESC)  
Subcontractor: International City/Country Mgt. Assn.  
Subcontractor: IIE/Emerging Markets Dev. Advisor Program  
Subcontractor: International Real Property Foundation

## CHAPTER 4

### Education



## **In Focus - Supporting Education Reform in Jordan**

### **- An EQUIP2 Activity -**

Jordan is currently implementing one of the most ambitious education reform programs in the Middle East with critical support from USAID. With close to half of the population (43 percent) below the age of 15 years, it is a challenge to ensure that Jordan's youth receive the quality of education and relevant labor market skills needed to compete effectively in domestic, regional and international employment. The education reform program aims to bring student education in line with the increasing skill demands of the Jordanian economy and the wider labor market and address an uneven teacher to student ratio, outdated teaching methodologies and limited access to technology.

The "Education Reform for the Knowledge Economy Support Project" (ESP) is an integrated set of support and capacity-building activities that aim to improve access, quality and relevance of education for young people. The project began in 2004 and will continue through 2008. The project has two components supporting the Ministry of Education (MoE) to: 1) improve and expand early childhood education, and 2) enhance secondary education through support to the new management information stream (Grades 11 and 12), improve the use and integration of technology in teaching and learning, and implementation of school-to-career initiatives.

The project is in the process of renovating of 120 public kindergarten classrooms in under-privileged areas in Jordan with supporting training to over 300 kindergarten teachers. ESP collaborates with the MoE to modify the kindergarten curriculum ensuring that the children are taught and cared for in the best environment with well-trained teachers using a modern approach to curriculum. The project trains all newly appointed MoE early childhood supervisors and provides continuous support to all teachers and supervisors in the use of the national curriculum. ESP works to encourage the role of parents and local community members in the kindergarten participating as volunteer teachers' assistants.

The management information stream project has already trained 400 teachers in Jordan in 2004 with a further 650 in 2005. The project supports the Ministry's development of the management information stream, teachers' guides and professional development program while also piloting technology innovations to support implementation of the e-MIS. At the same time ESP is initiating "School-to-Career" pilot program in 12 public secondary schools throughout Jordan.

By 2008 all MoE kindergarten teachers will have received several training sessions on the national curriculum with a direct impact on the many thousands of children attending the kindergartens. The management of information stream will be online providing support to students in six curricula area to all schools in Jordan, with over 60 in southern Jordan receiving direct assistance in implementing technology in education.

Office: ED

CTO: Patrick Collins

Activity Manager: Patrick Collins

*Thanks to Clive Cavanaugh for providing this article.*



Yolande Miller-Grandvaux, Senior Education Advisor

Dr. Yolande Miller-Grandvaux has served as an education planner, girls education specialist, education monitoring and evaluation advisor and chief of party for several USAID-funded education projects, as well as other development agencies and NGOs including the Canadian International Development Agency, the Swiss Cooperation Agency, and CARE. Ms. Miller-Grandvaux has conducted research on community schools and the role of non-government organizations in education in Africa, resulting in the publication of *The Role of NGOs in Education in Africa (2002)* and *A Literature Review of Community Schools in Africa* in 2002 and an upcoming publication entitled *USAID and Community Schools in Africa: the Vision, the Strategy, the Reality*. She has presented findings of her research in many domestic and international venues. She has extensive field experience with 10 consecutive years spent working in Africa, including postings in Senegal, Mali, Niger and Benin. Ms. Miller-Grandvaux is currently the regional coordinator for Africa in the Office of Education, field service advisor and CTO for three Education IQCs. She holds a doctorate from Princeton University and a master's in International Educational Development from Boston University. She speaks French, Spanish, and Italian.

Yolande Miller-Grandvaux can be reached at 202-712-5207 or [ymiller-grandvaux@usaid.gov](mailto:ymiller-grandvaux@usaid.gov).



John Hatch, Basic Education Advisor

John Hatch's areas of expertise include teacher education, early childhood education, disabilities, education in crisis situations, and rural education. He has served on a variety of Technical Evaluation Committees, assisted Tanzania and Cambodia with education program development, provided virtual support to Yemen, and assisted with Tsunami recovery planning in Indonesia. He is the CTO for EQUIP I and EdData II, the primary EGAT/ED liaison with ANE, and secondary liaison with AFR. Prior to joining the Education Office, Hatch backstopped WID's Girls' and Women's Educational Initiative. He also worked several years for the Academy for Educational Development (AED). He has experience in Cambodia, Ethiopia, The Gambia, Haiti, India, Indonesia, Kenya, Malawi, Mali, Morocco, The Philippines, South Africa, Tanzania, Uganda and Zimbabwe. He has a doctorate in International Education and a bachelor's in American Studies. He speaks conversational French.

John Hatch can be reached at 202-712-0147 or [jhatch@usaid.gov](mailto:jhatch@usaid.gov).

## Alphabetical Listing of Mechanisms for Education

ABE-BE (Assistance to Basic Education/Basic Education)  
ABE-LINK (Assistance to Basic Education/Education & Health)  
dot-EDU  
EdData II  
EQUIP1 (Education Quality Improvement Program): Classroom  
EQUIP2 (Education Quality Improvement Program): Policy  
EQUIP3 (Education Quality Improvement Program): Youth  
Forecast (Focus on Results)  
GM: EQUATE T.O.  
GWIT (Global Workforce in Transition)  
Higher Education for Development  
International Development Partnerships

## ABE-BE (Assistance to Basic Education/Basic Education)

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$1,100,000,000  
**End Date:** 9/29/2010

### Purpose

ABE-BE promotes equitable access to quality basic education and includes all aspects of education. Task orders performed by any one of the five ABE-BE contractors and their 43 major and other subcontractors and resource organizations may provide technical services dealing with a broad range of education activities related to: primary and secondary education; teacher training; education policy dialogue and reform; education finance and administration; school-community development; local capacity building; education in conflict/post-conflict situations; education in predominantly Muslim countries; information and communication technologies; early childhood development; non-formal education; adult literacy; and underserved populations such as girls, youth, linguistic or ethnic minorities, orphans and vulnerable children, refugees and internally displaced persons, children in abusive labor situations, street children, and children with disabilities.

The ABE-BE contracts can be used to access long-term in-country coordination and implementation, and short-term technical assistance.

Missions and regional bureaus may access services by identifying activities in a Statement of Work, Statement of Objectives, or Performance-Based Work Statement that will be competitively awarded as a task order among one of two award categories:

- 1) ABE-BE large business (unrestricted) includes American Institutes for Research, Education Development Center, Inc., and Creative Associates International, Inc. These three contracts share a ceiling of \$1 billion.
- 2) ABE-BE small business (restricted) includes Juarez & Associates, Inc. and The Mitchell Group, Inc. These two contracts share a ceiling of \$100 million.

### Sector Specialties

Basic education (primary, secondary & adult literacy)

### Services Provided

Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Adams, Rebecca  
**Act Mgr:** Adams, Rebecca  
**Office:** ED  
**Phone:** 202-712-0842  
**E-mail:** rebeccaadams@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)



**Implementer:** The Mitchell Group, Inc.  
**Award #:** EDH-I-00-05-00035  
**Contact:** Lloyd Mitchell, President  
**Phone:** 202-745-1919  
**E-mail:** lloydm@the-mitchellgroup.com  
**Website:** NA  
**Subcontractor:** International Research and Exchanges Board

**Implementer:** Juarez and Associates, Inc.  
**Award #:** EDH-I-00-05-00033  
**Contact:** Dr. John Swallow  
**Phone:** 202-331-7830  
**E-mail:** jswallow@juarezassociates.com  
**Website:** NA  
**Subcontractor:** Management Systems International  
**Subcontractor:** DevTech Systems, Inc.  
**Subcontractor:** Children's Resources International, Inc.

**Implementer:** EDC Education Development Center, Inc.  
**Award #:** EDH-I-00-05-00031  
**Contact:** Dr. Helen Boyle  
**Phone:** 202-572-3700  
**E-mail:** hboyle@edc.org  
**Website:** NA  
**Subcontractor:** Academy for Educational Development  
**Subcontractor:** Research Triangle Institute

**Implementer:** Creative Associates International Inc.  
**Award #:** EDH-I-00-05-00029  
**Contact:** Dr. Margaret McLaughlin  
**Phone:** 202-966-5804  
**E-mail:** margaretm@caii.com  
**Website:** NA  
**Subcontractor:** Christian Children's Fund  
**Subcontractor:** Save the Children  
**Subcontractor:** World Learning

**Implementer:** American Institutes for Research  
**Award #:** EDH-I-00-05-00027  
**Contact:** Dr. Lorie Brush  
**Phone:** 202-403-5351  
**E-mail:** lbrush@air.org  
**Website:** NA  
**Subcontractor:** World Education  
**Subcontractor:** KB Consultants, LLC  
**Subcontractor:** Refugee Women in Development  
**Subcontractor:** International Rescue Committee  
**Subcontractor:** First Voice International  
**Subcontractor:** EMI Systems, Inc.  
**Subcontractor:** Terra P. Group, Inc.  
**Subcontractor:** Catholic Relief Services

## ABE-LINK (Assistance to Basic Education/Education & Health)

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$900,000,000  
**End Date:** 9/29/2010

### Purpose

ABE-LINK responds to an emerging trend toward cross-sector programming between basic education and health, and is available to Missions that integrate multiple objectives in education and health. Task orders performed by one of the three ABE-LINK contractors or their 57 major and other subcontractors and resource organizations may provide technical services dealing with all aspects of basic education\* and a broad range of programmatic areas in school-based child health, nutrition, HIV/AIDS and other infectious diseases, school-community based initiatives, policy dialogue, cost analyses, management reform, policy and budget analysis, financing and financing alternatives, national assessment of learning outcomes, health and education national accounts, national report cards, and performance audits. ABE-LINK supports integrated programming in education and health activities such as: testing and evaluating methods to improve the affordability and sustainability of school health programs; strengthening the capacity and collaboration between education and health NGOs and government ministries to engage in school-based health initiatives, policy formulation and investment planning; training to improve budgeting, expenditure tracking and leakage analysis; and gathering and analyzing data on trends related to the educational performance and health/nutritional status of school-age children. ABE-LINK can also address critical issues related to social sector reform, especially as it relates to the transparency, accountability, management, decentralization and governance of investments, and delivery systems.

Missions and regional bureaus may activate services by identifying activities in a statement of work that will be competitively awarded as a mission task order among the three ABE-LINK contractors. The \$900 million ceiling is shared by all three contractors. Funds from health and education accounts may be programmed through ABE-LINK.

Technical assistance for the health sector alone is not permitted under this IQC.

\*Basic education includes: primary and secondary education; teacher training; education policy dialogue and reform; education finance and administration; school-community development; local capacity building; education in conflict/post-conflict situations; education in predominantly Muslim countries; information and communication technologies; early childhood development; non-formal education; adult literacy; and underserved populations such as girls, linguistic or ethnic minorities, orphans and vulnerable children, refugees and internally displaced persons, children in abusive labor situations, street children, and children with disabilities.

### Sector Specialties

Health; Basic education (primary, secondary & adult literacy)

### Services Provided

Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Adams, Rebecca  
**Act Mgr:** Adams, Rebecca

Office: ED  
Phone: 202-712-0842  
E-mail: rebeccaadams@usaid.gov  
Web site: <http://inside.usaid.gov/EGAT/off-ed/index.html>

### **Prime Implementer(s)**

**Implementer:** Creative Associates International Inc.

Award #: EDH-I-00-05-00026

Contact: Dr. Don Graybill

Phone: 202-966-5804

E-mail: don@caii.com

Website: NA

Subcontractor: Christian Children's Fund

Subcontractor: Plan USA

Subcontractor: John Snow

**Implementer:** American Institutes for Research

Award #: EDH-I-00-05-00025

Contact: Joe Lombardo

Phone: 202-403-5978

E-mail: jlombardo@air.org

Website: NA

Subcontractor: Terra P. Group, Inc.

Subcontractor: Refugee Women in Development

Subcontractor: KB Consultants, LLC

Subcontractor: World Education

Subcontractor: Intra Health International

Subcontractor: International Rescue Committee

Subcontractor: First Voice International

Subcontractor: Catholic Relief Services

Subcontractor: EMI Systems

**Implementer:** Academy for Educational Development (AED)

Award #: EDH-I-00-05-00024

Contact: Tom Lent

Phone: 202-884-8000

E-mail: tlent@aed.org

Website: NA

Subcontractor: Save the Children

Subcontractor: Management Sciences for Health

Subcontractor: Abt Associates, Inc.

## dot-EDU

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$5,000,000  
**End Date:** 9/26/2006

### Purpose

Establish learning systems pilots and applications, with gender equity as a priority, that use information technology to increase the reach and quality of Mission and Bureau programs in basic education, teacher training, workforce development, and higher education. Services include, but are not limited to: building local capacity to produce interactive; multi-media instructional materials; distance learning programs; and networks of school-to-school programs for teacher/student use.

### Sector Specialties

Conflict / vulnerability; Gender analysis; Enterprise development; Microenterprise development; Basic education (primary, secondary & adult literacy); Higher education; Workforce development; Youth programs / employment; Information & communication technology

### Services Provided

Commodity procurement; Communications & behavior change; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Hayes, Kevin  
**Act Mgr:** Hoxeng, Jim  
**Office:** ED  
**Phone:** 202-712-5191  
**E-mail:** [jhoxeng@usaid.gov](mailto:jhoxeng@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)

**Implementer:** EDC Education Development Center, Inc.  
**Award #:** GDG-A-00-01-00011-00  
**Contact:** Bill Knight  
**Phone:** (202) 572-3753  
**E-mail:** [wwright@edc.org](mailto:wwright@edc.org)  
**Website:** [www.dot-EDU.org](http://www.dot-EDU.org)  
**Subcontractor:** Academy for Educational Development

## EdData II

**Instrument Type:** Other  
**Authorized Ceiling:** \$13,750,000  
**End Date:** 6/29/2009

### Purpose

Offer accurate, timely, and accessible qualitative and quantitative education data, analyses and reports. Services may include: conducting nationally representative surveys and smaller scale assessments to guide national education policy and planning and calculate education indicators for USAID; supporting missions in building in-country capacity for data collection, analysis, and dissemination; and contributing to the improvement and standardization of international education statistics.

### Sector Specialties

Community-based governance; Gender analysis; Local government; Social protection / safety net; Basic education (primary, secondary & adult literacy); Workforce development; Youth programs / employment

### Services Provided

Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Hatch, John  
**Act Mgr:** Hatch, John  
**Office:** ED  
**Phone:** 202-712-0147  
**E-mail:** [jhatch@usaid.gov](mailto:jhatch@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)

**Implementer:** RTI International  
**Award #:** EHC-E-00-04-00004  
**Contact:** Amy Muleahy-Dunn  
**Phone:** 919-967-7108  
**E-mail:** [eddata2@rti.org](mailto:eddata2@rti.org)  
**Website:** [www.eddataglobal.org](http://www.eddataglobal.org)  
**Subcontractor:** Harvard University  
**Subcontractor:** DevTech Systems

# EQUIP1 (Education Quality Improvement Program): Classroom

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$0  
**End Date:** 1/29/2008

## Purpose

Focus on education quality at the school and community level. Provide technical and organizational assistance through Associate Awards in: (1) improving educational quality in classrooms through teacher improvement, community involvement, and school and classroom management; and (2) non-formal education, food for education, and education in emergencies. Responsible for communications coordination across the three EQUIPs. Note: There is no overall ceiling on associate awards for this mechanism.

## Sector Specialties

Rural development; Anti-corruption; Anti-trafficking; Community-based governance; Conflict / vulnerability; Gender analysis; Local government; Poverty reduction; Social protection / safety net; Economic literacy; Basic education (primary, secondary & adult literacy); Youth programs / employment; Information & communication technology; Water and sanitation

## Services Provided

Commodity procurement; Communications & behavior change; Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

## AID/W

**CTO:** Hatch, John  
**Act Mgr:** Hatch, John  
**Office:** ED  
**Phone:** 202-712-0147  
**E-mail:** [jhatch@usaid.gov](mailto:jhatch@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

## Prime Implementer(s)

**Implementer:** American Institutes for Research  
**Award #:** GDG-A-00-03-00006-00  
**Contact:** Jane Benhow  
**Phone:** 202 403-5158  
**E-mail:** [JBenbow@air.org](mailto:JBenbow@air.org)  
**Website:** [www.equip123.net](http://www.equip123.net)  
**Subcontractor:** University of Michigan  
**Subcontractor:** Sesame Workshop  
**Subcontractor:** Discovery Channel  
**Subcontractor:** Save the Children  
**Subcontractor:** CARE  
**Subcontractor:** University of Pittsburgh  
**Subcontractor:** Educational Development Center

Subcontractor: Joseph P. Kennedy Jr FDN  
Subcontractor: Aga Khan Foundation-USA  
Subcontractor: Academy for Educational Development  
Subcontractor: Howard University  
Subcontractor: World Education  
Subcontractor: American Reading Association

## EQUIP2 (Education Quality Improvement Program): Policy

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$0  
**End Date:** 1/29/2008

### Purpose

Provide field and technical support in educational quality. Areas of focus include: alternative models for reaching underserved areas; decentralization of education systems; and student and system assessment. Note: There is no overall ceiling on associate awards for this mechanism.

### Sector Specialties

Basic education (primary, secondary & adult literacy); Workforce development; Youth programs / employment

### Services Provided

Commodity procurement; Communications & behavior change; Grants management; Institutional development; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Collins, Patrick  
**Act Mgr:** Collins, Patrick  
**Office:** ED  
**Phone:** 202-712-4151  
**E-mail:** [pcollins@usaid.gov](mailto:pcollins@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)

**Implementer:** Academy for Educational Development (AED)  
**Award #:** GDG-A-00-03-00008-00  
**Contact:** John Gilles  
**Phone:** 202-884-8256  
**E-mail:** [jgillies@aed.org](mailto:jgillies@aed.org)  
**Website:** [www.equip123.net](http://www.equip123.net)  
**Subcontractor:** University of Minnesota  
**Subcontractor:** Education Development Center  
**Subcontractor:** University of Pittsburgh  
**Subcontractor:** Women's Commission  
**Subcontractor:** Research Triangle Institute  
**Subcontractor:** International Rescue Committee  
**Subcontractor:** American Institute for Research  
**Subcontractor:** Center for Collaboration and Future of Schooling  
**Subcontractor:** Joseph P. Kennedy, Jr. Foundation  
**Subcontractor:** Michigan State University  
**Subcontractor:** CARE  
**Subcontractor:** MCID  
**Subcontractor:** ORC/MACRO



## EQUIP3 (Education Quality Improvement Program): Youth

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$0  
**End Date:** 4/29/2008

### Purpose

Focus on education quality for out of school youth. Prepare and engage out of school children, youth, and young adults for their roles within the world of work, civil society, and family life through activities that strengthen connections between the private sector and education systems to improve workforce skills, program relevance, and flexibility. Note: There is no overall ceiling on associate awards for this mechanism.

### Sector Specialties

Poverty reduction; Labor markets; Basic education (primary, secondary & adult literacy); Workforce development; Youth programs / employment

### Services Provided

Communications & behavior change; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building)

### AID/W

**CTO:** Ignatowski, Clare  
**Act Mgr:** Ignatowski, Clare  
**Office:** ED  
**Phone:** 202-712-1759  
**E-mail:** cignatowski@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)

**Implementer:** EDC Education Development Center, Inc.  
**Award #:** GDG-A-00-03-00010-00  
**Contact:** Paul Sully  
**Phone:** 202 572-3770  
**E-mail:** PSully@edc.org  
**Website:** [www.equip123.net](http://www.equip123.net)  
**Subcontractor:** Plan International  
**Subcontractor:** Opportunities Industrialization Centers  
**Subcontractor:** Partners of the Americas  
**Subcontractor:** Streetkids International  
**Subcontractor:** World Learning  
**Subcontractor:** Sesame Workshop  
**Subcontractor:** Catholic Relief Services  
**Subcontractor:** International Council on National Youth Policy  
**Subcontractor:** National Youth Employment Coalition  
**Subcontractor:** Academy for Educational Development  
**Subcontractor:** International Youth Foundation

## Forecast (Focus on Results)

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$350,000,000  
**End Date:** 5/9/2010

### Purpose

Offers the E&E Bureau and its Missions, specifically, and all other USAID Missions and bureaus worldwide, the most fully integrated, flexible package of cross-cutting services for Human and Institutional Capacity Development (HICD), including Participant Training (PT). Specific training and capacity development support services include: strategic human resources planning, institutional performance assessments and skills development needs analysis, program design, placement, monitoring, data reporting, small grants administration, and post-training follow-on for impact.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Local government; Local economic development; Enterprise development; Trade capacity building; Higher education; Training; Workforce development

### Services Provided

Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Nindel, Jim  
**Act Mgr:** Nindel, Jim  
**Office:** ED  
**Phone:** 202-712-5317  
**E-mail:** [jnindel@usaid.gov](mailto:jnindel@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)

**Implementer:** Academy for Educational Development (AED)  
**Award #:** REE-I-00-05-00053-00  
**Contact:** Susan Ficklin  
**Phone:** 202-884-8147  
**E-mail:** [sficklin@aed.org](mailto:sficklin@aed.org)  
**Website:** [www.aed.org](http://www.aed.org)  
**Subcontractor:** IREX

**Implementer:** World Learning  
**Award #:** RAN-I-00-05-00026-00  
**Contact:** Colin Davies  
**Phone:** 202-223-4291  
**E-mail:** [colin.davies@worldlearning.org](mailto:colin.davies@worldlearning.org)  
**Website:** [www.worldlearning.org](http://www.worldlearning.org)  
**Subcontractor:** Project Harmony

## GM: EQUATE T.O.

**Instrument Type:** Indefinite Quantity Contract Task Order (IQC TO)  
**Authorized Ceiling:** \$3,953,000  
**End Date:** 9/30/2006

### Purpose

Strengthen USAID's capacity to integrate gender in its education programs.

The project provides short-term technical assistance to USAID operating units to enhance gender integration in education programs. Short-term technical assistance has been provided to missions in Afghanistan, Jamaica, South Africa, and Zambia. Assistance requests are directed to the CTO. The nature or length of the work requested may require a separate task order.

### Sector Specialties

Gender analysis; Basic education (primary, secondary & adult literacy)

### Services Provided

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Swanson, Julie Hanson  
**Act Mgr:** Swanson, Julie Hanson  
**Office:** WID  
**Phone:** 202-712-1687  
**E-mail:** [juswanson@usaid.gov](mailto:juswanson@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-wid/index.html>

### Prime Implementer(s)

**Implementer:** MSI Management Systems International, Inc.  
**Award #:** GEW-I-01-02-00021  
**Contact:** Christine Rawley  
**Phone:** 202-974-6001, ext. 105  
**E-mail:** [crawley@msi-inc.com](mailto:crawley@msi-inc.com)  
**Website:** [http://www.msiworldwide.com/gral/cont\\_wid.html](http://www.msiworldwide.com/gral/cont_wid.html)  
**Subcontractor:** Michigan State University

## GWIT (Global Workforce in Transition)

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$35,000,000  
**End Date:** 1/10/2007

### Purpose

Build a demand-driven workforce by focusing on the human capacity needs of development sectors and industry, including AG, ICT, and tourism. Provide rapid workforce assessments, foster dialogue and partnerships between industry and education service providers, and design and implement education and training programs, such as secondary-school reform for employability, out-of-school youth programming, and worker upgrading and re-training for adults, including industry-led training.

### Sector Specialties

Agriculture production/productivity; Rural development; Tourism; Community-based governance; Poverty reduction; Labor markets; Local economic development; Workforce development; Youth programs / employment

### Services Provided

Institutional development; Needs assessments, project design (including drafting scopes of work); Policy analysis, advocacy, dialogue; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Ignatowski, Clare  
**Act Mgr:** Ignatowski, Clare  
**Office:** ED  
**Phone:** 202-712-1759  
**E-mail:** cignatowski@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)

**Implementer:** EDC Education Development Center, Inc.  
**Award #:** GDG-I-00-02-00003  
**Contact:** Elizabeth Markovic  
**Phone:** 202-572-3776  
**E-mail:** emarkovic@edc.org  
**Website:** [www.gwit.us](http://www.gwit.us)  
**Subcontractor:** Regional Technology Strategies  
**Subcontractor:** Opportunities Industrialization Centers International  
**Subcontractor:** Booz Allen Hamilton  
**Subcontractor:** Development Informatics  
**Subcontractor:** Associates for International Resources and Development

## Higher Education for Development

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$250,000,000  
**End Date:** 9/30/2010

### Purpose

Allow USAID Operating Units across all sectors to access the research, knowledge, technology, resources, and technical assistance of 4,328 accredited U.S. higher education associations in pursuit of international development cooperation through: (1) Policy and program roundtables; (2) USAID Higher Education Community partnership activities (networks, partnerships, and pilot activities for Missions and regional Bureaus); (3) Higher Education policy, technical and advisory assistance; (4) Academic and technical training; and (5) Synthesis and dissemination of research and best practices related to the above.

### Sector Specialties

Higher education

### Services Provided

Grants management; Institutional development; Partnerships, networking (U.S./regional/third country); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Hewitt, Martin  
**Act Mgr:** Hewitt, Martin  
**Office:** ED  
**Phone:** 202-712-1531  
**E-mail:** mhewitt@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)

**Implementer:** American Council on Education (ACE)  
**Award #:** AEG-A-00-05-00007-00  
**Contact:** Christine Morfit  
**Phone:** 202-478-4700  
**E-mail:** morfitc@aascu.org  
**Website:** [www.aascu.org/alo](http://www.aascu.org/alo)

## International Development Partnerships

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$10,000,000  
**End Date:** 6/2/2006

### Purpose

Promote and supports collaboration of Historically Black Colleges and Universities (HBCUs) with host country institutions of higher education in university partnerships, in order to: strengthen capacity of partnering institutions to achieve educational mission; address national and international development issues; promote greater understanding between HBCUs and international institutions of higher education; and promote collaborative research.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Fresh water resources; Livestock/dairy; Conflict / vulnerability; Health; Local government; Business development services; Local economic development; Microenterprise development; Basic education (primary, secondary & adult literacy); Higher education; Workforce development; Information & communication technology; Water and sanitation

### Services Provided

Grants management; Institutional development; Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building)

### AID/W

**CTO:** Peng, Mei Mei  
**Act Mgr:** Peng, Mei Mei  
**Office:** ED  
**Phone:** 202-712-5356  
**E-mail:** mpeng@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-ed/index.html>

### Prime Implementer(s)

**Implementer:** United Negro College Fund Special Programs (UNCSFP)  
**Award #:** HNE-A-00-98-00150  
**Contact:** Jacqueline Howard-Matthews  
**Phone:** 703-205-7626  
**E-mail:** [jhowardmatthews@uncfs.org](mailto:jhowardmatthews@uncfs.org)  
**Website:** [www.uncfsp.org](http://www.uncfsp.org)

# CHAPTER 5

## Infrastructure, Energy & Engineering





## **In Focus - Broadband Connectivity in Macedonia**

### **- A dot-ORG Activity -**

Recent changes in the regulatory environment in Macedonia and an innovative USAID project design have helped provide affordable broadband connectivity to the entire country by using a school-based network as the cornerstone of a country-wide wireless broadband network.

Initially, dot-ORG responded to a request from USAID/Macedonia to provide broadband connectivity to schools throughout Macedonia to complement efforts of the USAID-funded dot-EDU/e-Schools project. E-Schools had planned to bring computer labs to schools and the dot-ORG associate award, *Macedonia Connects*, was to provide internet connectivity to computer labs in almost 500 primary, secondary, and university sites.

The plan grew bolder, however. By the end of the project, the following will be achieved:  
The entire country will be covered with some form of wireless connectivity;  
More affordable connectivity for consumers and business;  
Each point of presence established under this project will enable additional connectivity other than the schools, leading to an exponential increase in the use of internet throughout Macedonia.

*Macedonia Connects* is also responsible for establishing an e-literacy campaign that will target local governments, NGOs, schools, and consumers. The project will work with the internet services provider to make certain that the needs of these users are understood and that a marketing plan helps ensure that they have increased access to internet resources.

Office: I&E

CTO: Kevin Hayes

Activity Manager: Kevin Hayes



**Alvin Newman, Leader, Engineering Services Team**

Alvin Newman joined EGAT's Infrastructure and Engineering Office in November 2005, returning to DC from the West Bank/Gaza Mission, where he served as the head of the Water Resources and Infrastructure Office for seven years. In that capacity he negotiated water sharing agreements between Israelis and Palestinians that provide potable water to Palestinians living in the southern West Bank, including Hebron and Bethlehem. He also prepared the groundwork for the first major USG financed desalination program that will contribute to water self-sufficiency for the 1.5 million Palestinians living in Gaza. As the head of the new Engineering Services team, Mr. Newman will help to create a world-wide vehicle for missions seeking to develop infrastructure programs involving

roads, railways, water supply and sanitation, energy, and telecommunications. He speaks French and Bahasa Indonesian.

*Alvin Newman can be reached at 202-712-1977 or [anewman@usaid.gov](mailto:anewman@usaid.gov).*



**Robert Hanchett, Engineering Officer**

Bob Hanchett's areas of expertise include water supply, wastewater treatment, transportation, and energy projects. He serves on the South Asia earthquake task force. Hanchett has significant experience with environmental issues, having worked as an Environmental Officer in REDSO/West and Madagascar. In addition, he held posts in Egypt, West Bank and Gaza and Iraq. Prior to joining USAID, Mr. Hanchett contracted in Nepal as a technical service advisor on rural development projects, including water supply, irrigation, roads, bridges, and buildings.

*Robert Hanchett can be reached at 202-712-1546 or [rhanchett@usaid.gov](mailto:rhanchett@usaid.gov).*

## Alphabetical Listing of Mechanisms for Infrastructure, Energy & Engineering

dot-GOV

dot-ORG

Energy II (Energy Technical Assistance) IQC

Energy Regulatory Partnership Program (NARUC)

Energy Utility Partnership Program (USEA)

ISS (Infrastructure Support Services) IQC

PED (People, Energy and Development) IQC

Presidential Clean Energy Initiative - Healthy Homes and Communities Partnership (EPA)

Smart Development Initiative E Cooperative Agreement

Telecommunications Leadership Program

USTTI (U.S. Telecommunications Training Institute)

Water Revolving Fund

WRI: Governing Ecosystems

## dot-GOV

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$4,000,000  
**End Date:** 9/20/2006

### Purpose

Providing assistance in pro-competitive telecommunication policy and regulatory reform, electronic commerce policy formulation, cyber-security and e-government. In collaboration with EGAT/WID, dotGOV supports women's programs. A pre-competed cooperative agreement with Internews Network, this mechanism helps missions/bureaus build the content-specific, needs-based policy and regulatory environment needed to promote private investment, competition and affordable ICT access, especially for rural and low-income populations.

### Sector Specialties

Anti-corruption; Community-based governance; Gender analysis; Local government; Poverty reduction; Urban programs; Higher education; e-Business; e-Commerce; e-Government; Information & communication technology; Telecommunications infrastructure; Telecommunications policy

### Services Provided

Policy analysis, advocacy, dialogue; Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Samotshozo, Laura  
**Act Mgr:** Samotshozo, Laura  
**Office:** I&E  
**Phone:** 202-712-4562  
**E-mail:** lsamotshozo@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** Internews  
**Award #:** GDG-A-00-01-00009-00  
**Contact:** Sarah Tisch  
**Phone:** 202 833-5740 x203  
**E-mail:** stisch@internews.org  
**Website:** [www.dot-com-alliance.org/dotgov/index.htm](http://www.dot-com-alliance.org/dotgov/index.htm)

## dot-ORG

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$6,000,000  
**End Date:** 9/24/2006

### Purpose

Provide expertise, services and training, in collaboration with EGAT/WID, to expand access and use of information and communication technology (ICT) to ensure the benefits of the information age extend to underserved groups. A cooperative agreement with the Academy for Educational Development, this instrument facilitates pre-competed associate awards for Missions to use emerging technologies to support development objectives in all sectors.

### Sector Specialties

Agriculture production/productivity; Agribusiness, markets & trade; Aquaculture/fisheries; Coastal and marine resources; Rural development; Anti-corruption; Community-based governance; Gender analysis; Local government; Poverty reduction; Urban programs; Local economic development; Enterprise development; Higher education; Workforce development; Youth programs / employment; e-Business; e-Commerce; Information & communication technology; Telecommunications infrastructure

### Services Provided

Communications & behavior change; Institutional development; Knowledge management; Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Hayes, Kevin  
**Act Mgr:** Hayes, Kevin  
**Office:** I&E  
**Phone:** 202-712-1356  
**E-mail:** khayes@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** Academy for Educational Development (AED)  
**Award #:** GDG-A-00-01-00014-00  
**Contact:** Michael Tetelman  
**Phone:** 202-884-8856  
**E-mail:** mtetelma@aed.org  
**Website:** [www.dot-com-alliance.org/dotorg/index.php](http://www.dot-com-alliance.org/dotorg/index.php)

## Energy II (Energy Technical Assistance) IQC

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$500,000,000  
**End Date:** 9/28/2008

### Purpose

Provide services in energy sector policy and planning, regulatory and utility management and reform, energy efficiency, renewable energy, and energy and environmental infrastructure and technology transfer, among others. Technical assistance activities primarily: (1) establish the necessary legal, regulatory, and managerial conditions (i.e., the enabling environment and institutional capacity) for effective governance of the energy sector, for regional energy cooperation and exchange, and for sectors in which energy is a determining factor; (2) improve the technical efficiency and operational performance of institutions (utilities, energy service companies, businesses, NGOs, etc.) that operate under the existing and new enabling environment; (3) assist consumers of energy in addressing the various social, economic and political dimensions of energy service provision, including off-grid energy service provision, and in participating in the decision-making regarding such provision.

### Sector Specialties

Clean technologies; Rural development; Property rights; Clean energy; Energy access; Energy efficiency; Energy governance / policy / regulation; Household energy

### Services Provided

Institutional development; Knowledge management; Needs assessments, project design (including drafting scopes of work); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building)

### AID/W

**CTO:** Dragotto, Ellen  
**Act Mgr:** Dragotto, Ellen  
**Office:** I&E  
**Phone:** 202-712-1453  
**E-mail:** edragotto@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** PA Consulting Group  
**Award #:** EPP-I-00-03-00008  
**Contact:** David Keith  
**Phone:** 202-442-2424  
**E-mail:** david.keith@paconsulting.com  
**Website:** [www.paconsulting.com](http://www.paconsulting.com)  
**Subcontractor:** Academy for Educational Development  
**Subcontractor:** The Deringer Group  
**Subcontractor:** Development and Training Services, Inc  
**Subcontractor:** Hunton & Williams  
**Subcontractor:** SCS Engineers

**Implementer:** Nexant, Inc.  
**Award #:** EPP-I-00-03-00007  
**Contact:** Russ Profozich

Phone: 202-326-0734  
E-mail: rprofozich@nexant.com  
Website: www.nexant.com  
Subcontractor: Science Applications International Corporation  
Subcontractor: Pierce Atwood  
Subcontractor: Institute of International Education  
Subcontractor: Bearing Point

**Implementer:** IRG International Resources Group  
Award #: EPP-I-00-03-00006  
Contact: Matthew Mendis  
Phone: 202-289-0100  
E-mail: mmendis@irgltd.com  
Website: www.irgltd.com  
Subcontractor: Winrock International  
Subcontractor: Squire, Sanders & Dempsey, LLP  
Subcontractor: KEMA Consulting, Inc  
Subcontractor: Energy and Security Group  
Subcontractor: Deloitte Touche Tohmatsu

**Implementer:** CORE International, Inc.  
Award #: EPP-I-00-03-00005  
Contact: Vinod Shrivastava  
Phone: 202-362-9100  
E-mail: vshrivastava@coreintl.com  
Website: www.coreintl.com  
Subcontractor: ICF Consulting  
Subcontractor: The Louis Berger Group Inc  
Subcontractor: Segura Consulting, LLC  
Subcontractor: Hogan & Hartson, LLP  
Subcontractor: Future Technologies, Inc  
Subcontractor: Edison O&M Services - Edison International

**Implementer:** Advance Engineering Associates International (AEAI)  
Award #: EPP-I-00-03-00004  
Contact: Richard Brown  
Phone: 202-263-0604  
E-mail: dbrown@aeai.org  
Website: www.aeaiinc.com  
Subcontractor: Resources for the Future  
Subcontractor: Fluor  
Subcontractor: ARD, Inc.  
Subcontractor: Taylor DeJongh  
Subcontractor: Hill International

## Energy Regulatory Partnership Program (NARUC)

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$5,000,000  
**End Date:** 9/30/2007

### Purpose

Increase regulatory competence worldwide by sharing and demonstrating best practices in utility regulation, training, and capacity building, and providing technical leadership in the area of utility regulation. For example, NARUC has developed websites for energy regulators in Namibia and Ethiopia as well as provided technical assistance to the energy regulator in Cameroon. These sites have boosted public access to regulatory decisions and information.

### Sector Specialties

Anti-corruption; Commercial law; Corporate governance; Legal reform; Privatization; Workforce development; Clean energy; Energy access; Energy efficiency; Energy governance / policy / regulation; Information & communication technology; Telecommunications infrastructure; Telecommunications policy

### Services Provided

Institutional development; Knowledge management; Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Wood, Davida  
**Act Mgr:** Wood, Davida  
**Office:** I&E  
**Phone:** 202-712-0594  
**E-mail:** dwood@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** National Association of Regulatory Utility Commissioners  
**Award #:** GEW-A-00-02-00005-00  
**Contact:** Erin Skootsky  
**Phone:** 202-898-2210  
**E-mail:** [eskootsky@naruc.org](mailto:eskootsky@naruc.org)  
**Website:** [www.naruc.org](http://www.naruc.org)



## Energy Utility Partnership Program (USEA)

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$19,220,000  
**End Date:** 9/30/2006

### Purpose

Strengthen foreign energy organizations (utilities, regulatory commissions, transmission organizations and media) in order for them to function on a commercial basis. For example, in Jamaica, the Office of Utility Regulation (OUR) in partnership with the Rhode Island Public Utilities Commission and the Missouri Public Service Commission (1) added an engineer to its staff in order to understand utility data more fully; (2) improved their information reporting requirements as they now require utilities to report outages; (3) improved customer service by requiring the utilities to print their customer service number on utility bills; and (4) added a second IT person, with plans to hire a third in response to increased technology.

### Sector Specialties

Clean technologies; Global climate change; Anti-corruption; Urban programs; Enterprise development; Macroeconomic development; Privatization; Workforce development; Clean energy; Energy access; Energy efficiency; Energy governance / policy / regulation; Household energy

### Services Provided

Communications & behavior change; Institutional development; Knowledge management; Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Hall, Walter  
**Act Mgr:** Hall, Walter  
**Office:** I&E  
**Phone:** 202-712-1274  
**E-mail:** whall@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Energy Association  
**Award #:** LAG-A-00-98-00045  
**Contact:** John Hammond  
**Phone:** 202.312.1230  
**E-mail:** jhammond@usea.org  
**Website:** [www.usea.org](http://www.usea.org)

## ISS (Infrastructure Support Services) IQC

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$100,000,000  
**End Date:** 8/15/2007

### Purpose

Facilitate the development and financing of infrastructure projects. Through the prime implementing contractor and subcontractors, the Infrastructure Support Services (ISS) IQC has the expertise to structure and arrange the financing of infrastructure projects. The ISS offers a systematic approach to financial intermediation that allows project proponents to obtain the skills and knowledge of qualified consultants who specialize in project definition, loan write-ups, proposals, negotiations and other areas of expertise required for deal facilitation.

The services include: Project strategic planning; project development planning; project due diligence and validation; project feasibility analysis (both definition and execution); project structuring; project business case; development of vendor solicitations; risk analysis; stakeholder sourcing and negotiations; feasibility study funding, sourcing; technology transfer and vendor sourcing; defining engineering solutions; and sourcing vendors and partnerships.

### Sector Specialties

Agribusiness, markets & trade; Local economic development; Trade capacity building; Energy access; Information & communication technology; Telecommunications infrastructure; Transportation; Wastewater treatment

### Services Provided

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Technical assistance, short-term (including volunteers, capacity building)

### AID/W

**CTO:** Duncan, Joe  
**Act Mgr:** Duncan, Joe  
**Office:** I&E  
**Phone:** 202-712-0474  
**E-mail:** jduncan@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** SNC Telecommunications, LLC  
**Award #:** Gov-WorksPO437566  
**Contact:** Daniel Kingsley  
**Phone:** 202 337-1550 ext.1412  
**E-mail:** dkingsley@snctel.com  
**Website:** NA

## PED (People, Energy and Development) IQC

**Instrument Type:** Indefinite Quantity Contract (IQC)  
**Authorized Ceiling:** \$150,000,000  
**End Date:** 1/30/2009

### Purpose

Facilitate more effective and efficient knowledge management in the energy sector focusing on broad themes of governance, social development, and the environment by capturing and organizing knowledge and experience gained from staff, clients, and development partners, and creating linkages between groups and communities working on similar topics. Assistance is offered in the following areas: (1) Institutional Strengthening; (2) Energy Management and Operations; (3) Oil & Gas; (4) Policy, Legal, and Regulatory Reform ; (5) Rural Energy Services and Community Development; (6) Technology Transfer; (7) Transnational Issues; (8) Transportation Infrastructure; (9) Public Participation; and (10) Crosscutting Sectors.

### Sector Specialties

Clean technologies; Rural development; Gender analysis; Social protection / safety net; Property rights; Clean energy; Energy access; Energy efficiency; Energy governance / policy / regulation; Information & communication technology

### Services Provided

Grants management; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Dragotto, Ellen  
**Act Mgr:** Dragotto, Ellen  
**Office:** I&E  
**Phone:** 202-712-1453  
**E-mail:** edragotto@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** CORE International, Inc.  
**Award #:** DOT-I-00-04-00020-0  
**Contact:** Lois Varrick  
**Phone:** 202-362-9100  
**E-mail:** lvarrick@coreintl.com  
**Website:** [www.coreintl.com](http://www.coreintl.com)  
**Subcontractor:** Burns and Roe Enterprises, Inc  
**Subcontractor:** The Perspectives Group  
**Subcontractor:** Segura Consulting, LLC (SDB  
**Subcontractor:** Hogan and Hartson, LLP

**Implementer:** Academy for Educational Development (AED)  
**Award #:** DOT-1-00-04-00002-00  
**Contact:** Mary Worzala

Phone: 202-884-8034  
E-mail: mworzala@aed.org  
Website: www.aed.org  
Subcontractor: ARS International  
Subcontractor: Energy and Security Group (ESG)  
Subcontractor: Institute for Public-Private partnerships (IP3)  
Subcontractor: PA Consulting Group  
Subcontractor: International Resources Group (IRG)

**Implementer:** Advance Engineering Associates International (AEAI)  
Award #: DOT-I-00-04-00022-00  
Contact: Randall Nottingham  
Phone: 202-263-0608  
E-mail: rnottingham@aeai.net  
Website: www.aeaiinc.com  
Subcontractor: World Learning  
Subcontractor: Resources for the Future (RFF)  
Subcontractor: National Rural Electric Cooperative Association (NRECA)  
Subcontractor: E & Company  
Subcontractor: ARD, Inc

**Implementer:** IIE Institute of International Education  
Award #: DOT-I-00-04-00003-00  
Contact: Masood Malik  
Phone: 202-326-7808  
E-mail: mmalik@iie.org  
Website: www.iie.org  
Subcontractor: Winrock International  
Subcontractor: World Resources Institute  
Subcontractor: IRG  
Subcontractor: Black & Veatch Corp  
Subcontractor: Nexant, Inc

## Presidential Clean Energy Initiative - Healthy Homes and Communities Partnership (EPA)

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$0  
**End Date:** 12/31/2006

### Purpose

Implement the Presidential Clean Energy Initiative (CEI) and improve environmental management at national/subnational levels of government. Phase-out leaded gasoline and reduce sulfur in diesel and gasoline; increase access to affordable, reliable, clean and efficient home cooking and heating practices; and improve technical capacity of environmental practitioners. EPA's expertise in air quality monitoring and analysis, and technical support to local environmental agencies have been a comparative advantage of this IAA. The South Africa mission has used this mechanism to build capacity within the relevant government departments. Note: IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Clean technologies; Global climate change; Rural development; Microenterprise development; Clean energy; Energy access; Energy efficiency; Energy governance / policy / regulation; Household energy; Transportation

### Services Provided

Communications & behavior change; Institutional development; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Risk management; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Baldinger, Pamela  
**Act Mgr:** Baldinger, Pamela  
**Office:** I&E  
**Phone:** 202-712-4185  
**E-mail:** pbaldinger@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Environmental Protection Agency  
**Award #:** EGE-R-00-03-00003-00  
**Contact:** Jane Metcalfe  
**Phone:** 202-564-6451  
**E-mail:** Metcalfe.Jane@epamail.epa.gov  
**Website:** [www.epa.gov](http://www.epa.gov)  
**Subcontractor:** Center for Sustainable Transport  
**Subcontractor:** United Nations Environment Program (UNEP)  
**Subcontractor:** Research Triangle Institute (RTI)  
**Subcontractor:** World Resources Institute (WRI)  
**Subcontractor:** Winrock International

## Smart Development Initiative E Cooperative Agreement

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$3,000,000  
**End Date:** 9/30/2010

### Purpose

To improve the capacity of local educational and developmental institutions in emerging markets to address public education and participation, as well as transparency needs, for effective energy sector governance. Ghana has made use of this initiative with great success.

### Sector Specialties

Global climate change; Anti-corruption; Poverty reduction; Urban programs; Business development services; Corporate governance; Economic literacy; Local economic development; Enterprise development; Legal reform; Macroeconomic development; Privatization; Public and municipal finance; Trade capacity building; Training; Workforce development; Clean energy; Energy access; Energy efficiency; Energy governance / policy / regulation; Household energy

### Services Provided

Communications & behavior change; Institutional development; Knowledge management; Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Warr, Kevin  
**Act Mgr:** Warr, Kevin  
**Office:** I&E  
**Phone:** 202-712-4779  
**E-mail:** kwarr@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** University of Texas  
**Award #:** EPP-A-00-05-00008  
**Contact:** Michelle Foss  
**Phone:** (281) 313-9771  
**E-mail:** michelle.foss@beg.utexas.edu  
**Website:** <http://www.beg.utexas.edu/energyecon/>

## Telecommunications Leadership Program

**Instrument Type:** Inter-Agency Agreement (IAA)  
**Authorized Ceiling:** \$1,000,000  
**End Date:** 6/30/2008

### Purpose

Provide U.S. government and private expertise for technical assistance and institutional capacity building to achieve pro-competitive telecommunications policy and regulatory reform in developing countries. Promote growth of the telecommunications and IT sectors, enabling growth in other socio-economic sectors, thus widening market access and creating new jobs.

Note IAA end dates and authorized ceilings are generally adjusted from year to year.

### Sector Specialties

Anti-corruption; Business development services; Legal reform; e-Commerce; Information & communication technology; Telecommunications infrastructure; Telecommunications policy

### Services Provided

Institutional development; Technical assistance, short-term (including volunteers, capacity building)

### AID/W

**CTO:** Samotshozo, Laura  
**Act Mgr:** Samotshozo, Laura  
**Office:** I&E  
**Phone:** 202-712-4562  
**E-mail:** lsamotshozo@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Department of State  
**Award #:** EGE-P-00-03-00002-00  
**Contact:** NA  
**Phone:** NA  
**E-mail:** NA  
**Website:** NA

**Implementer:** IPA - Kavin Hayes  
**Award #:** IA-000-02-0000-474  
**Contact:**  
**Phone:**  
**E-mail:**  
**Website:**

## USTTI (U.S. Telecommunications Training Institute)

**Instrument Type:** Grant  
**Authorized Ceiling:** \$5,570,000  
**End Date:** 4/30/2006

### Purpose

This grant provides tuition-free training for developing country professionals in telecommunication and information technology policy and applications. USTTI works with training and education officers to provide scholarship funding and J-1 visa support to highly qualified candidates who cannot afford the airfare, hotel and subsistence costs associated with training. A mission may assist by helping candidates fulfill pre-departure requirements for visa processing such as verification of employment and security/background clearance. USTTI training provides developmental support for democracy building, economic growth, health improvement, and the Administrator's Last Mile Initiative. Missions are encouraged to nominate appropriate public or private sector candidates for training.

### Sector Specialties

Commercial law; Legal reform; Trade capacity building; Higher education; e-Commerce; e-Government; Information & communication technology; Telecommunications infrastructure; Telecommunications policy

### Services Provided

Knowledge management; Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Samotshozo, Laura  
**Act Mgr:** Samotshozo, Laura  
**Office:** I&E  
**Phone:** 202-712-4562  
**E-mail:** lsamotshozo@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** U.S. Telecommunications Training Institute  
**Award #:** HCD-G-00-00-00001-00  
**Contact:** Francesca Tripodi  
**Phone:** 202 785 7373  
**E-mail:** [train@ustti.org](mailto:train@ustti.org)  
**Website:** [www.ustti.org](http://www.ustti.org)



## Water Revolving Fund

**Instrument Type:** Leader With Associates (LWAs)  
**Authorized Ceiling:** \$900,000  
**End Date:** 9/29/2007

### Purpose

Examine and test the feasibility of water revolving funds. This contract supports the Presidential Initiative on Clean Water by engaging the local financial community in mobilizing domestic financial resources for investment in water and wastewater infrastructure. The goal of the activity is to familiarize a broad spectrum of decision makers in developing and transitional countries with innovative financing techniques, i.e., water revolving funds, to achieve capital market financing for municipal water projects.

### Sector Specialties

Drinking water; Local government; Urban programs; Banking; Commercial law; Development Credit Authority; Financial markets; Legal reform; Privatization; Public and municipal finance; Urban housing and infrastructure finance; Wastewater treatment; Water and sanitation

### Services Provided

DCA credit guarantees; Needs assessments, project design (including drafting scopes of work); Partnerships, networking (U.S./regional/third country); Policy analysis, advocacy, dialogue; Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers)

### AID/W

**CTO:** Grossman, David  
**Act Mgr:** Grossman, David  
**Office:** DCA  
**Phone:** 202-712-0145  
**E-mail:** [dgrossman@usaid.gov](mailto:dgrossman@usaid.gov)  
**Web site:** <http://inside.usaid.gov/EGAT/off-dc/index.html>

### Prime Implementer(s)

**Implementer:** International Private Water Association  
**Award #:** EDC-A-00-05-00002-00  
**Contact:** Martin Baker  
**Phone:** 212-632-3955  
**E-mail:** [mbaker@salans.com](mailto:mbaker@salans.com)  
**Website:** NA  
**Subcontractor:** N.Y. State Environmental Facilities Corp

## WRI: Governing Ecosystems

**Instrument Type:** Cooperative Agreement (CA)  
**Authorized Ceiling:** \$4,000,000  
**End Date:** 9/30/2006

### Purpose

Many governments are taking steps to reduce greenhouse gas emissions through national policies that require companies to quantify and report their emissions. The purpose of this activity is to broaden the application of the Corporate Greenhouse Gas Accounting and Reporting Standard, a tool that assists corporations quantify and account for their emissions. This is particularly important in managing changes in mobile greenhouse gas and conventional air pollutant emissions resulting from multi-modal shifts in public transport. Tool development can, and has, led to the creation of alliances between corporations, governments, and NGOs. Mexico and India have used this activity.

EGAT/I&E/E buys into this agreement and has been supporting work on electricity governance.

Please contact the CTO of this mechanism to learn how to access this agreement's services.

### Sector Specialties

Clean technologies; Global climate change; Urban programs; Energy efficiency; Energy governance / policy / regulation; Transportation

### Services Provided

Monitoring, evaluation (including indicator design, data collection, environmental monitoring & compliance); Partnerships, networking (U.S./regional/third country); Research & analysis (desktop, laboratory, applied research, surveying); Technical assistance, long-term (including institution building, implementation); Technical assistance, short-term (including volunteers, capacity building); Training, in-country (including training of trainers); Training, participant, and study tours (U.S., third country)

### AID/W

**CTO:** Muller, Duane  
**Act Mgr:** Wood, Davida  
**Office:** I&E  
**Phone:** 202-712-0594  
**E-mail:** dwood@usaid.gov  
**Web site:** <http://inside.usaid.gov/EGAT/off-eit/index.html>

### Prime Implementer(s)

**Implementer:** WRI World Resources Institute  
**Award #:** EEE-A-00-02-00056-05  
**Contact:** Pankaj Bhatia  
**Phone:** 202-729-7629  
**E-mail:** [pankaj@wri.org](mailto:pankaj@wri.org)  
**Website:** [www.wri.org](http://www.wri.org)

## Additional Resources



## How to Buy Into EGAT Mechanisms

### **Indefinite Quantity Contract (IQC)**

USAID/W encourages missions to issue their own discrete task orders instead of “buying into” existing task orders. The process for accessing an IQC is as follows:

1. Missions or offices prepare a scope of work (SOW) for a task order (TO) that briefly describes the purpose, background, objectives, desired activities, deliverables and/or performance measures (as appropriate), and includes a notional budget and timeframe.
2. The SOW is shared with the appropriate cognizant technical officer (CTO) to ensure that the proposed activities are consistent with the purpose of the IQC and that the budget is within the existing award ceiling level. The CTO may also offer substantive comments for mission consideration.
3. The SOW is shared with the mission contracting officer (CO) to determine competition requirements, which are specified in the “Ordering Procedures” section of each IQC. This is called a “fair consideration” determination.
4. After review of the SOW by the CTO and fair consideration determination, the mission sends a formal request to its contracting officer to negotiate a task order under the IQC.

Further information on IQC buy-ins is available at

[http://www.usaid.gov/business/business\\_opportunities/cib/pdf/aapd02\\_12.pdf](http://www.usaid.gov/business/business_opportunities/cib/pdf/aapd02_12.pdf).

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### **Leader with Associates Cooperative Agreement (LWA)**

Proposed programs must fit within the scope of the activities funded by the central assistance award, the Leader with Associates (LWA) cooperative agreement. Because cooperative agreements are assistance instruments, USAID may not impose a particular activity, nor may it dictate which member of the LWA shall implement a given program. Preferences, however, should be stated and will be forwarded to the LWA partner by the CTO along with the draft program description. Missions may buy into a Leader with Associates award as follows:

1. Missions or offices prepare a program description for an associate award that briefly describes the purpose, background, objectives, desired activities, deliverables and/or performance measures (as appropriate), budget, and timeframe and request clearance from the Leader Award CTO.
  2. If the proposed activity can be accommodated within the scope of the existing Leader, the CTO will provide further assistance in developing the program description and/or clearance.
  3. The Mission Agreement Officer issues an Associate award to the recipient of the Leader award which details a program description, substantial involvement if applicable, budget, funding information, and other needed provisions.
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### **Interagency Agreements (IAAs)**

Proposed programs will be discussed with Agency staff to determine that Agency’s interest and ability to respond. The process of accessing an interagency agreement is as follows:

1. Missions or offices prepare a SOW that briefly describes the purpose, background, objectives, desired activities, deliverables and/or performance measures (as appropriate), and includes a notional budget and timeframe.
2. After the review, the mission is notified of approval and sends a formal request to the CTO to negotiate a buy-in or incremental funding action, as appropriate.

	<p style="text-align: right;"><i>CTO</i></p> <h1 style="text-align: right;">SOW GUIDANCE</h1>
	<p><b>General Guidance for Contracts and Task Orders</b></p>
	<p><b>Statement of Work Guidelines</b></p> <p>An SOW may be known by many names including “performance work statement,” “performance-based statement of work,” and others. Whatever name is used, there are some general points that should be considered in identifying and resolving weaknesses in the document.</p> <ul style="list-style-type: none"> <li>• <b>Preparation responsibility.</b> Normally, the person responsible for preparing the purchase request is also responsible for preparing the SOW. That person may get advice and assistance from others involved in the acquisition process. The person responsible for awarding a contract or issuing a delivery/task order must assure that the SOW is adequate for the acquisition. These two people must work together and with others affected by the SOW to assure that it clearly describes the services required.</li> <li>• <b>General guidelines.</b> Purchasers should write or review an SOW, and remember that it must: <ul style="list-style-type: none"> <li>▪ Be logical and readable;</li> <li>▪ Identify and emphasize the critical elements; and</li> <li>▪ State exactly what requirements the contractor must meet (e.g., the deliverables, due dates, and basic requirements) in order to receive payment.</li> </ul> </li> </ul> <p><b>Performance-Based Statement of Work</b></p> <p>Whenever possible, the purchaser should use a performance-based statement of work (PBSOW), more commonly known as a performance-based work statement (PBWS), to describe a service requirement. Appendix F, Example of a Statement of Work, provides an example of a PBSOW. When using the PBSOW approach, the purchaser should:</p> <ul style="list-style-type: none"> <li>• Focus on performance outcomes or results and not methods of performance or processes. The PBSOW should: <ul style="list-style-type: none"> <li>▪ Describe requirements in terms of results required rather than the methods for completing the work;</li> <li>▪ Use measurable performance standards (i.e., terms of quality, timeliness, quantity, etc.) and a <b>quality assurance surveillance plan (QASP)</b> to evaluate contract performance;</li> <li>▪ Identify or reference procedures for any appropriate reduction of contract fee or price when services are not performed or do not meet contract requirements; and</li> <li>▪ Identify or reference procedures for performance incentives where appropriate.</li> </ul> </li> <li>• Emphasize performance outcomes. An emphasis on performance outcomes: <ul style="list-style-type: none"> <li>▪ Gives the contractor more latitude to determine appropriate methods of performance and managing performance quality. By measuring a contractor's performance against clear performance standards, the emphasis shifts from how the contractor is performing the contract to whether the contractor is meeting established performance standards.</li> </ul> </li> </ul>

- Encourages contractors to seek innovations that will permit them to efficiently and effectively achieve or exceed performance standards. As a result, the use of PBWSs should lead to more cost-effective service acquisitions and better value.
- Emphasizes the contractor's responsibility to provide the service required.
- Reduces the need for government performance surveillance. The government no longer needs to monitor how the work is performed. Instead government representatives can monitor the contractor's achievement of PBWS objectives.
- Encourages savings through lower contract prices that result from contractor process improvements and administrative savings resulting from the reduced need for the government to monitor contractor operations.

#### **SOW Format**

The SOW format and contents should be tailored to the requirement. Consider any guidance that the Schedule user's agency provides on how to write an SOW. If the agency does not prescribe a format, the purchaser should consider the following format requirements when examining an SOW.

- Background;
- Scope;
- Objectives;
- Tasks;
- Delivery;
- Government-furnished property;
- Security;
- Place of performance; and
- Period of performance

#### **SOW Format: Background**

Often identified as the "Introduction," this section should provide information needed to acquaint the reader with the basic acquisition situation. The background information should:

- Identify the requirement in very general terms;
- Describe why the project is being pursued and how it relates to other projects;
- Summarize any statutory authority or regulations affecting the overall requirement; and
- Identify any background materials attached to the SOW.

#### **SOW Format: Scope**

This section should provide a brief statement of what the government expects to accomplish under the contract -- the breadth and limitations of the contract effort. It should not include specific work tasks or a description of deliverable products.

#### **SOW Format: Objectives**

	<p>This section should provide a concise overview of:</p> <ul style="list-style-type: none"> <li>• The contract effort goals and objectives; and</li> <li>• How the results or end products will be used.</li> </ul> <p><b>SOW Format: Tasks</b></p> <p>Sometimes identified as “Requirements” or “Work Requirements,” this section defines the tasks that the contractor must complete during contract performance. The description of task requirements will depend on the approach that is selected to describe the required effort.</p> <ul style="list-style-type: none"> <li>• For a PBWS, this section should describe requirements in terms of results required rather than the methods for completing the work. Allowing the contractor latitude will permit the contractor to develop new and improved ways to complete those tasks.</li> <li>• For a LOESOW, this section should identify all tasks that must be performed and the hours to be devoted to each task.</li> <li>• For a DSOW, this section should describe how the service must be accomplished. It may include precise measurements, tolerances, materials, quality control requirements, and other government requirements that control the processes of the contractor.</li> </ul> <p>The section must describe requirements in a way that permits contractor personnel to perform the service without direct government supervision. Contractor personnel must not be subject to type of supervision and control usually prevailing between the government and its employees. For example, an SOW may permit the government to approve key personnel, but must not permit the government to approve all personnel performing the service. The SOW should also not include words (e.g., “use methods directed by the <b>Contracting Officer’s Representative (COR)</b>”) that appear to indicate that the government is managing day-to-day operations.</p> <p>This section should:</p> <ul style="list-style-type: none"> <li>• <b>Specify requirements clearly so that all readers can understand them.</b> This will: <ul style="list-style-type: none"> <li>▪ Permit the government and offerors to estimate the manpower, expertise, and other resources needed to accomplish the contract effort;</li> <li>▪ Permit the contractor and other readers to understand what is required and complete all tasks to the government’s satisfaction; and</li> <li>▪ Reduce the probability of disputes during contract performance.</li> </ul> </li> <li>• <b>Reference only the absolute minimum applicable specifications and standards needed.</b> Citing unnecessary specifications and standards may unnecessarily increase costs because of the additional requirements. In addition, unnecessary specifications and standards may conflict with each other and increase the probability of unnecessary contract disputes.</li> <li>• <b>Tailor specifications and other documents.</b> Only the requirements directly related to the current government need should be included in the SOW. Including requirements not directly related to the government need may also increase costs and increase the probability of unnecessary contract disputes.</li> <li>• <b>Separate general information from direction.</b> Background information and suggested procedures should be clearly distinguishable from contractor responsibilities.</li> </ul> <p><b>SOW Format: Delivery</b></p>
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<p>Depending on the work required, delivery requirements could be included in the “Requirements” section set forth in a separate “Delivery Requirements,” “Deliverables,” or “Delivery Schedule” section, or included elsewhere in the contractual documents. The content should clearly state:</p> <ul style="list-style-type: none"> <li>• What the contractor must deliver. If different tasks have different delivery requirements, they must be clearly identified.</li> <li>• When the contractor must deliver. This may be stated using actual dates, days after contract award, or using some other method that clearly marks the required delivery date.</li> <li>• Where the contractor must deliver the service. This may be stated as a location, an organization, a person identified by position (e.g., Contracting Officer's Representative, a person identified by name, or using some other description.</li> <li>• What documentation (if any) the contractor must obtain from the government to verify government receipt of the delivery.</li> </ul> <p><b>SOW Format: Government-Furnished Property</b></p> <p>This section should identify any government-furnished property provided to the contractor. This includes all government-furnished property, such as government-furnished material, government-furnished equipment, or government-furnished information. If the list of property is extensive, this section should identify where that list can be found. Before offering to provide any property, make sure that it will be available when required, where required, and in the condition required by the contract. government failure to meet government-furnished property requirements will likely lead to a contractor claim for an equitable adjustment to contract price, delivery, or other requirements. Specific requirements about providing government-furnished property can be found in FAR 45, government Property, and related agency policy.</p> <p><b>SOW Format: Security</b></p> <p>This section should identify any unique security requirements associated with contract performance (when applicable). These requirements may include, but are not limited to, such items as:</p> <ul style="list-style-type: none"> <li>• Special pass or identification requirements;</li> <li>• Special security clearance requirements; or</li> <li>• Special escort requirements.</li> </ul> <p><b>SOW Format: Place of Performance</b></p> <p>This section should identify where the contract will be performed. If performance will occur at multiple government locations, this section should indicate which tasks must be completed where. If performance will be at the contractor's facility, the SOW need only state that requirement.</p> <p><b>SOW Format: Period of Performance</b></p> <p>The period of performance may be stated using actual dates, days after contract award, or using some other method. If different periods of performance will apply to different tasks, the tasks and related periods of performance should be clearly identified.</p> <p><b>SOW Language Tips</b></p> <p>Many different people with different perspectives and life experiences will read the</p>
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	<p>SOW. Readers typically include government and industry contracting personnel, managers, technical experts, accountants, and lawyers. All these readers need to understand the SOW in a clear and concise manner; therefore, language selection is very important.</p> <p>Below are tips that the purchaser should consider when reviewing the SOW:</p> <ul style="list-style-type: none"> <li>• Use simple words, phrases, and sentences whenever practical.</li> <li>• Be concise, precise, and consistent. Keep sentences short and to the point. Normally the longer the sentence, the harder it is to understand.</li> <li>• Use verbs in the active voice. A verb is in the active voice when it expresses an action performed by its subject. For example, "The contractor shall report contract progress quarterly."</li> <li>• Avoid using verbs in the passive voice. A verb is in the passive voice when it expresses an action performed upon its subject or when the subject is the result of the action. For example, "Contract progress shall be reported quarterly by the contractor."</li> <li>• Use "shall" or "must" when writing a requirement binding on the contractor. Avoid "should" or "may" because they leave the decision on appropriate action up to the contractor.</li> <li>• Use "will" to indicate actions by the government.</li> <li>• Be consistent when using terminology. Use the same word to mean the same thing throughout the SOW. Avoid using different words to indicate the same type of action.</li> <li>• Avoid redundancy. At best, requiring the contractor to do the same thing in different parts of the SOW will add needless words to the SOW. At worst, there may be subtle differences in the requirements that will lead to a dispute during contract performance.</li> <li>• Avoid vague or inexact phrases and generalizations.</li> <li>• Avoid catchall and open-ended phrases, such as, "is common practice in the industry," "as directed," or "subject to approval." If purchasers want to give the contractor an opportunity to use its standard commercial practices, require each offeror to identify its commercial practices in a proposal and then include that proposal as part of the order/contract.</li> <li>• Define technical terms.</li> <li>• Avoid using government jargon. Assure that it is clearly defined whenever jargon must be used.</li> <li>• Only use "any," "either," "and/or," "etc." when allowing the contractor to select any alternative.</li> <li>• Use abbreviations or acronyms only after spelling them out the first time they are used (e.g., National Aeronautics and Space Administration (NASA)). Spell them out even if they are commonly used by the user's agency because a commercial contractor may not be familiar with them.</li> <li>• Identify the date or version of any document referenced in the SOW.</li> <li>• Advise readers from industry where they can obtain referenced documents.</li> </ul>
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## Requesting TDY Assistance: Introduction to EGAT's Travel And Mission Support System, E-TRAMS

**E-TRAMS Purpose:** EGAT's Travel And Mission Support (E-TRAMS) system helps missions tap into the expertise and services of EGAT personnel. Missions can request TDY or virtual support. E-TRAMS keeps track of EGAT assistance to missions, providing missions with an electronic venue through which to review records of, and provide feedback on, EGAT TDY and virtual support.

**E-TRAMS Location:** Visit <http://fss.homeip.net/> or use the link on the upper left-hand corner of EGAT's intranet home page, <http://inside.usaid.gov/EGAT/>.

**Enter Requests on E-TRAMS:** Please use E-TRAMS to enter requests for EGAT assistance. From the E-TRAMS homepage, click on the icon, "[Enter TDY Request](#)" and fill out the electronic request sheet. The "Funding Details" section is important because EGAT's ability to respond to TDY requests often depends on missions contributing to the cost of the trip. After hitting "Submit your request", you may later edit your entry by choosing the icon, "[Find and Edit TDYs](#)".

**Provide Feedback on EGAT Assistance:** When an EGAT traveler finishes a TDY, he/she will close out the TDY entry in the E-TRAMS system, documenting work performed and results achieved. This close-out submission generates an automated email to the mission, offering the mission a chance to provide feedback on EGAT's TDY assistance. EGAT encourages missions to let us know how we're doing.

**View Reports on E-TRAMS:** E-TRAMS features reporting capabilities that enable Agency personnel to view how EGAT supports missions. For instance, a mission might want to generate a report on previous EGAT TDY support to that mission. Or, a mission might want to see how an EGAT technical office has supported other missions. To generate E-TRAMS reports, go to the E-TRAMS homepage, click on "[Select Reports](#)", and then choose either "[Full TDY Requests](#)" or "[TDY Summary Requests](#)". Narrow the output according to the type of information you seek to retrieve.

**For more information:** EGAT's bureau-level field support coordinator is Kathryn Stratos ([kstratos@usaid.gov](mailto:kstratos@usaid.gov)). To see a list of EGAT office coordinators, visit <http://fss.homeip.net/coordinators.php>. EGAT welcomes inquiries and suggestions to improve its service to missions. E-TRAMS' homepage also contains a detailed guide to using E-TRAMS, a FAQ section, and policy guidelines – a one-page document covering areas such as TDY funding.

**Virtual Support:** EGAT encourages missions to use E-TRAMS for projects that can be completed virtually. You may enter requests for virtual support as you would requests for TDY's.

## **EGAT-Staffed Sector Councils**

### **Agriculture Sector Council**

The Agriculture Sector Council was established in the mid-1980s to provide senior leadership in the bureaus with a forum for advocacy, agenda setting, priority setting, and sector coordination. Since then, the Council membership has expanded to include all staff with an interest in agriculture and continues to be a forum for sector coordination, priority setting, agenda setting and advocacy. An Agriculture Sector Council list is maintained by EGAT/AG on Outlook Global Address (AG Sector Council Mailing List). The Director of the Office of Agriculture chairs Council meetings. Any decisions of the Agriculture Sector Council are made through consensus. The Council is scheduled to meet once a month on every second Wednesday.

Contact: Susan J. Thompson, EGAT/AG (202-712-1716)

### **Economic Growth Sector Council**

The Economic Growth Sector Council serves primarily as a forum for Washington-based economic growth officers to learn about developments in their field, often through lively exchanges with invited outside speakers. Periodically it also provides a venue for discussions of Agency policy or programmatic issues that impact or can benefit from the input of economic growth officers. The Council co-sponsors economic growth training with the Office of Economic Growth. It generally meets monthly.

Contact: Vic Duarte, EGAT/EG (202-712-1627)

### **Education Sector Council**

The Education Sector Council brings together USAID staff working in the fields of education and training from EGAT, regional bureaus, and Policy and Program Coordination (PPC). Education is defined to include not only basic primary and secondary, but early childhood education, literacy, vocational education, workforce development, higher education, and participant training. The council is a “recommending” body, not a decision making group. Its activities include advocacy and professional development. The council is governed by a charter. A core group within the council is empowered to make decisions and speak on its behalf. The sector meets on the second and fourth Wednesday of each month. The chair rotates.

Contact: Patrick Collins, EGAT/ED (202-712-4151)

### **Natural Resources Management Sector Council**

The Natural Resources Management Sector Council serves primarily as a forum for decision making across the Agency on issues such as water, land management, forestry and biodiversity. Specifically, the council confers on issues including code definitions, criteria for meeting earmarks, particularly the biodiversity earmark, strategic budgeting, and planning Collaborative Research Support Planning (CRSP) reform. Representation includes staff from the Natural Resource Management, Agriculture, Environment and Science Policy, Global Health, and the regional bureaus. Meetings are concentrated around the budget cycle, but occur throughout the year as necessary.

Contact: Cynthia Gill, EGAT/NRM (202-712-4177)

## Regional Liaisons by Office

EGAT Office	AFR	ANE	E&E	LAC
Agriculture	George Gardner (E Afr), Bahiru Duguma (W Afr), Cheryl Jackson (S Afr)	Kenneth Baum, Phillip Steffen, John Thomas	Lena Heron, D. Soroko	Carol Wilson
Development Credit	Karen Doswell	Alison Eskesen	S. Goshgarian	A. Eskesen, D. Grossman
Economic Growth	Rita Agerwal	Vic Duarte, Glenn Rogers	Jeff Levine	Tracy Quilter
Education	Yolande Miller- Grandvaux	John Hatch	J. Nindel, M. Peng, S. Lee	Jim Hoxeng, R. Adams
Environment & Science Policy	Eric Witte	Scott Bode	K. Chatterjee, D. Dalrymple	Meredith Soule
Global Climate Change	Keya Chatterjee	Duane Muller	K. Chatterjee	Duane Muller
Infrastructure & Engineering	Judy Payne, Kevin Warr	Jeff Haeni, Gilbert Jackson, Edward Malloy, Gordan Weynand	Gerald Gold	Noreen Janus
Natural Resource Management	Todd Harding	Todd Harding	Todd Harding	Todd Harding
Poverty Reduction: Microenterprise Team	Anicca Jansen, Evelyn Stark, Kim Rosen	Jeanne Downing, Scott Kleinberg, Katherine McKee, Evelyn Stark, Kim Rosen	Anicca Jansen, Terry Miller, Kim Rosen	Barry Lennon
Poverty Reduction: Urban Programs Team	Edgar Thornton	Sashi Selvendran, Jessica Tulodo, Stephanie Wilcock	M. Keshishian	Rob Schneider
Women in Development	Marilee Kane	Julie Swanson	Pam Wyville- Staples	Ed Lijewski

## Recent EGAT Publications by Office

### Agriculture

(Contact: Susan Thompson/sthompson@usaid.gov)

- o ***Migrant Remittances and the Financial Market in Moldova***, <http://www.basis.wisc.edu/live/basbrief33.pdf>. October 2005.
- o ***Displaced Distortions: Financial Market Failures and Seemingly Inefficient Resource Allocation***, <http://www.basis.wisc.edu/live/basbrief32.pdf>. August 2005.
- o RAFI Notes: Value Chain Finance. July 2005.
- o BASIC BRIEF Collaborative Research Support Program (CRSP). August 2006.

### Development Credit

(Contact: Stavely Lord/slord@usaid.gov)

- o ***USAID Credit Guarantees – Year in Review 2005***
- o ***USAID Loan Guarantees - Examples and Lessons Learned.2005.***
- o ***Designing Loan Guarantees to Spur Growth in Developing Countries.2004.***

### Economic Growth

(Contact: Lee Roussel/lroussel@usaid.gov)

- o ***Participation, Empowerment, Partnership: Seeking Sustainable Results through U.S. Trade Capacity Building.*** December 2005.
- o ***Integrated Framework Simulation.*** October 2005.
- o ***Foreign Direct Investment: Putting It to Work in Developing Countries.*** June 2005.
- o ***Improving Transport and Logistics for Trade - Final Report for the Special Study on the Impact of Transport and Logistics on Trade Competitiveness.*** December 2005.

### Education

(Contact: Susan Foster/sfoster@usaid.gov)

- o ***Education Strategy: Improving Lives Through Learning.*** April 2005.
- o ***Progress in Education 2005: Meeting the Global Challenge***

### Environment & Science Policy

(Contact: Kimberly Sais/ksais@usaid.gov)

- o ***Issue Brief: Environmental Factors Affecting the Spread of Bird Flu***, by Josh Rothstein, Foundation for Environmental Security and Sustainability, September 2005.
- o ***Strategic Environmental Assessment: Assessing the Environmental Impact of Biotechnology***, by Nicholas A. Linacre, Joanne Gaskell, Mark W. Rosegrant, Jose Falck-Zepeda, Hector Quemada, Mark Halsey, and Regina Birner.
- o ***Information and Communication Technologies for the Poor***, by Maximo Torero and Joachim von Braun.
- o ***Impact Evaluation of a Conditional Cash Transfer Program: The Nicaraguan Red de Protección Social***, by John A Maluccio and Rafael Flores.
- ***Issue Brief: Environmental Factors Affecting the Spread of Bird Flu***, by Josh Rothstein, Foundation for Environmental Security and Sustainability.

### **Infrastructure and Engineering**

(Contact: Renee Brock/rbroack@usaid.gov)

- *Information and Communication Technology for Development: USAID's Worldwide Program.* May 2004.

### **Natural Resources Management**

(Contact: Todd Harding/tharding@usaid.gov)

- *Biodiversity Conservation: A Guide for USAID Staff and Partners.* September 2005.
- *USAID's Biodiversity Conservation Programs.* December 2005.

### **Poverty Reduction**

(Contact: Ron Carlson/rcarlson@usaid.gov)

- *National and International Poverty Lines: An Overview, revised* January 2006.
- *The Impact of Trade Liberalization on Poverty,* February 2006.
- *Cities Alliance/Cities Without Slums.* 2005.
- *2004 Annual Report of Resource Cities and CityLinks.*

### **Women in Development**

(Contact: Sahana Dharmapuri/sdharmaspuri@usaid.gov)

- *Trafficking in Persons: USAID's Response.* March 2005
- *Women, Men and Development,* 2004, 2005, 2006.





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